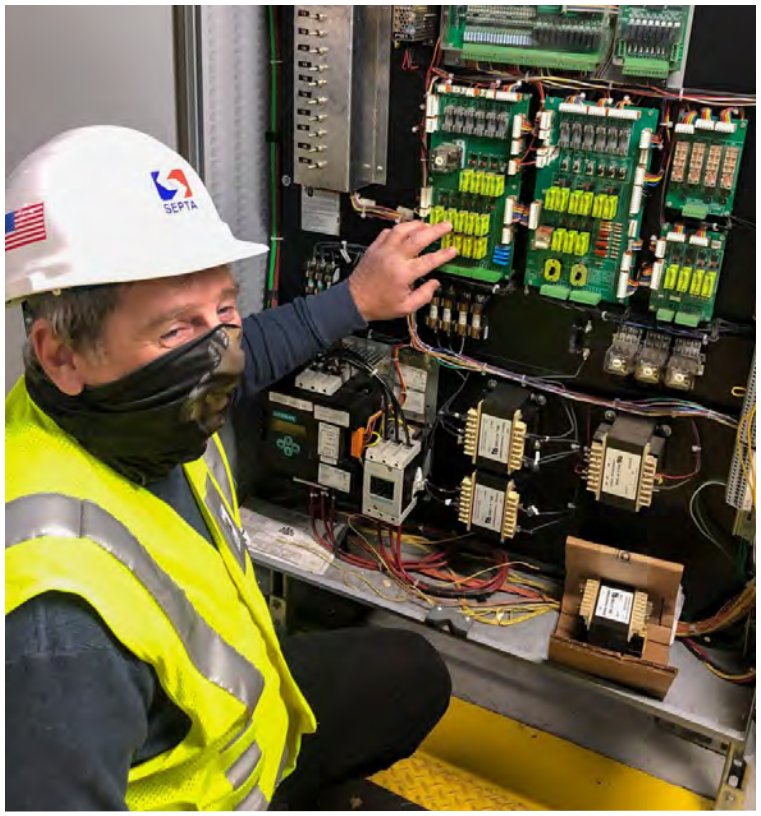
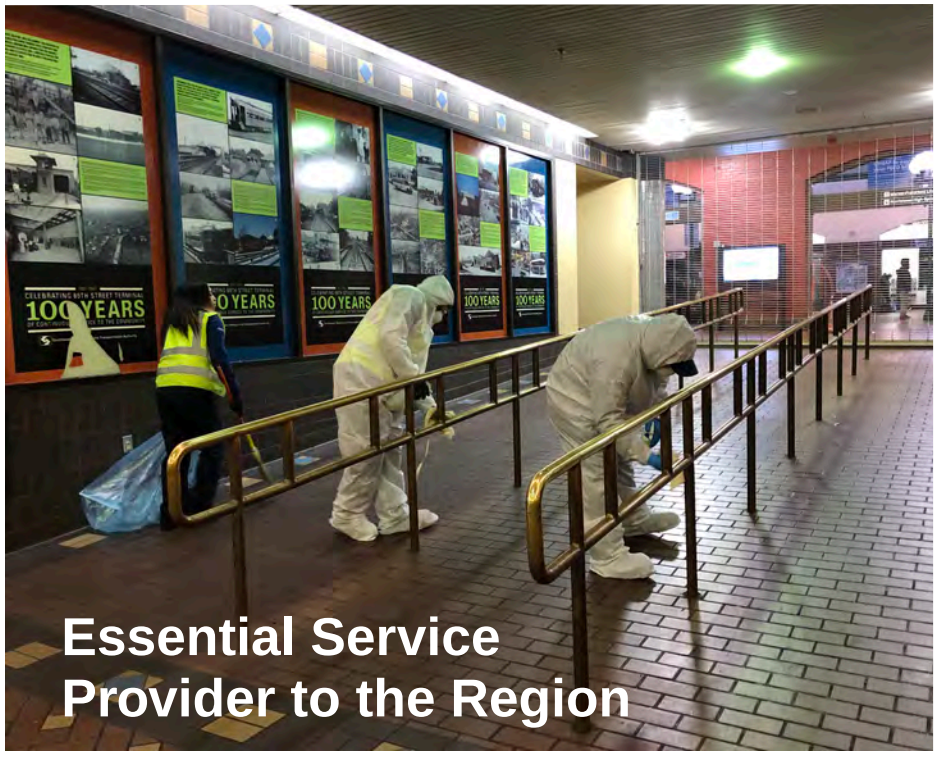
Southeastern Pennsylvania Transportation Authority

FISCAL YEAR 2021 OPERATING BUDGET

Fiscal Year 2022-2026 • Financial Projections







Essential Service Provider to the Region





Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Southeastern Pennsylvania Transportation Authority, Pennsylvania,** for its Annual Budget for the fiscal year beginning **July 1, 2019.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Return to
Table of Contents

Southeastern Pennsylvania Transportation Authority

Board Members

Chairman
Pasquale T. Deon, Sr.

Vice-Chairman
Honorable Kenneth Lawrence, Jr.

Bucks County
Pasquale T. Deon, Sr.
Charles H. Martin

Chester County
Joseph E. Brion, Esquire
Kevin L. Johnson, P.E.

Delaware County
Thomas E. Babcock
Mark H. Dambly

Montgomery County
Robert D. Fox, Esquire
Honorable Kenneth Lawrence, Jr.

City of Philadelphia
Michael A. Carroll, P.E.
Deborah Mahler

Governor's Appointee
Obra S. Kernodle, IV

Senate Majority Leader Appointee
Honorable Stewart J. Greenleaf, Esquire

House Majority Leader Appointee
Honorable Marcy Toepel

Senate Minority Leader Appointee
William J. Leonard, Esquire

House Minority Leader Appointee
John I. Kane

SEPTA Officers

General Manager
Leslie S. Richards

Deputy General Manager - Treasurer
Richard G. Burnfield

General Counsel
Gino J. Benedetti, Esquire

Controller to the Board
Stephen A. Jobs, CPA

Secretary to the Board
Carol R. Looby

Return to Table of Contents

Southeastern Pennsylvania Transportation Authority
1234 Market Street • 10th Floor • Philadelphia, PA 19107-3780
Office (215) 580-7333

Chairman
Pasquale T. Deon, Sr.

Vice Chairman
Kenneth Lawrence

Thomas E. Babcock
Joseph E. Brion
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Mark H. Dambly
Robert D. Fox
Stewart J. Greenleaf
Kevin L. Johnson
John I. Kane
Obra S. Kernodle
William J. Leonard
Deborah Mahler
Charles H. Martin
Marcy Toepel

General Manager
Leslie S. Richards

To: Pasquale T. Deon, Sr., Chairman

From: Leslie S. Richards

Subject: Fiscal Year 2021 Operating Budget

Date: August 17, 2020

I am pleased to present the Southeastern Pennsylvania Transportation Authority (SEPTA) Operating Budget to Board Members, Elected Officials, customers, and stakeholders for Fiscal Year 2021.

The $1.53 billion Operating Budget, which was prepared prior to the COVID-19 pandemic, will serve as the Authority's baseline budget as the region continues to address the challenges of the COVID-19 pandemic. The baseline budget assumes pre-COVID levels of transportation services, and includes anticipated increases in labor, material and services costs associated with contractual obligations and inflationary trends.

The Fiscal Year 2021 budget includes a fare restructuring plan and modest fare increase that was originally scheduled for July 1, 2020 but the fare increase was deferred until at least January 1, 2021 due to COVID-19. The final implementation date will be determined by the SEPTA Board. The Fare Restructuring Plan elements approved by the SEPTA Board in June include a series of initiatives designed to make riding the SEPTA system more affordable and equitable to all of our customers. These initiatives which became effective on July 1st include providing one free transfer on Transit for all customers using a SEPTA Key card, expanding the transfer window from 90 minutes to two hours and allowing children under the age of 12 accompanied by a fare paying adult to ride for free on all modes. The Fare Restructuring Plan is designed to lower fares specifically for passengers that transfer, and for families and customers with disabilities. In addition, a new three-day pass is scheduled to be introduced in October 2020, for both Transit and Regional Rail, providing a discounted product for those customers who may find this fare product more cost effective than a weekly pass. The overall effect of the restructuring will result in greater flexibility for accessing the SEPTA network with faster connections at an affordable price.

Return to
Table of Contents

Given the uncertainties surrounding the health and economic recovery rate of the region, and taking into consideration the delayed implementation of the fare increase, it is clear that actual ridership and operating revenue ultimately realized in Fiscal Year 2021 will differ from the adopted baseline budget. The remaining $552 million in CARES Act operating subsidies that SEPTA is eligible to receive, careful management of operating expenses, and aligning service to more closely match ridership requirements, should enable the Authority to mitigate operating revenue shortfalls that will occur during Fiscal Year 2021.

During the COVID-19 pandemic, SEPTA has proven to be an essential business partner to the communities the Authority serves by providing necessary transportation to keep life-sustaining businesses functioning. SEPTA's heroic frontline employees continue to play a crucial role getting other frontline workers including healthcare providers and other essential workers to their places of employment in a manner that prioritizes safety and cleanliness above all else.

Going forward, the safety of our customers and employees will continue to be a top priority as we recover from the COVID-19 pandemic. SEPTA management has been working closely with all employees, union representatives and public health officials to implement routine testing and proactive measures to keep our customers and employees safe, including increased sanitization and deep cleaning measures of equipment system-wide. Some of our ongoing efforts include sanitizing every vehicle at least twice each day, sanitizing high touch surfaces on equipment, and working around the clock disinfecting and cleaning all open stations. SEPTA has also prioritized personal safety while riding our vehicles. We require facial coverings for all employees and customers when on SEPTA property, imposed passenger capacity limits on buses, trolleys and the Norristown High Speed Line, and installed social distancing decals on vehicle seating to indicate appropriate spacing. The Authority has also partnered with the Black Doctors COVID-19 Consortium to provide testing for employees in communities that we serve. All of our decisions are guided by information from the Pennsylvania Department of Health and CDC to help ensure a safe and healthy environment. SEPTA is closely monitoring the course of the crisis and updating procedures and protocols accordingly.

SEPTA's commitment to rebuilding the system was strengthened due to transportation funding received through passage of state legislation under Act 89. Over the next two years, the Authority will take delivery of 71 new paratransit vehicles, 45 multi-level regional railcars, and 140 hybrid-electric buses. The new buses will increase the size of the energy efficient hybrid bus fleet to approximately 90% of SEPTA's overall bus

Return to
Table of Contents

fleet. Replacing diesel buses with hybrid vehicles continues to reduce annual fuel consumption and the fuel budget. The Authority is also nearing completion of a project to install new solar panels at four large bus and rail maintenance facilities and is currently working on a project to retrofit its center city building to be more energy efficient. These projects further demonstrate SEPTA's commitment to implement energy saving initiatives that benefit our bottom line as well as the environment.

SEPTA is an essential business partner and service provider to the communities we serve in Southeastern Pennsylvania and has the ability to directly impact the region's economic recovery from COVID-19. A recent report provided by E-Consult Solutions, a nationally recognized economic analytics firm, shows that transportation is essential to the economic competitiveness and growth of Pennsylvania's most economically productive region, and that transit investments generate significant dividends in the form of jobs and economic activity. The report noted that the five-county Southeastern Pennsylvania region makes up 42 percent of the Commonwealth's economy and 38 percent of General Fund revenues. The region provides this economic value while representing just five percent of its total land mass, a degree of density and productivity only possible from high-capacity mass transit. For additional information concerning the economic value SEPTA provides to the region, please visit *septa.org/economic-impact.*

As the Authority continues to help the region respond to and recover from the pandemic, we remain committed to providing safe, affordable, convenient and accessible transportation services to our customers in the five-county region while contributing to the region's economic vitality, sustainability, and enhanced quality of life. SEPTA is committed to continuing to operate in a fiscally prudent manner as demonstrated by the last 21 consecutive years of balanced operating budgets.

Return to
Table of Contents

SEPTA FY 2021 Operating Budget
Table of Contents

PREFACE

GFOA Award i
SEPTA Board Members and Officers ii
General Manager's Memorandum iii
Table of Contents vi

1. INTRODUCTION AND PROFILE

SEPTA History 1
SEPTA Service Profile at a Glance 2
SEPTA Rail & Transit Maps 3
Passenger Profile 5
Customer Satisfaction Ratings/Key Regional Transportation Trends 7
Strategic Business Plan 9
Key Performance Indicators 10

2. THE BUDGET PROCESS

Budget Development 17
Fiscal Year 2021 Calendar 18
Key Activities in the Budget Process 19

3. FISCAL YEAR 2021 ASSUMPTIONS & CONSOLIDATED BUDGET

Assumptions 20
Fiscal Year 2021 Consolidated Budget 22

4. FINANCIAL & BUDGETARY POLICIES

Financial Planning Policies 23
Revenue Policies 24
Expenditure Policies 25
Description of Existing Debt and Debt Service Policies 25
Statement of Changes in Equity 32

5. ORGANIZATIONAL STRUCTURE

Operating Divisions 33
Operating and Staff Departments 34
Corporate Team Organization Chart 36

6. THREE YEAR COMPARISON FISCAL YEARS 2019 - 2021

Consolidated 37
City Transit Division 38
Victory Division 39
Frontier Division 40
Regional Rail Division 41

7. FINANCIAL PROJECTIONS

Summary of Assumptions 42
Financial Projections of Consolidated Budget 43

8. OPERATING REVENUE AND SERVICE PLAN OVERVIEW

Annual Service Plan Overview 44
Revenue Assumptions by Category 45
Ten Year Revenue Trends 46
Summary of Operating Revenue 47

9. OPERATING SUBSIDIES

Subsidy Allocation and Detail 48
Service Stabilization Fund 51
Detail of Subsidies 52
Summary of Operating Subsidies 53
Detail of Local Subsidies and Other by County 54
Summary of Local Subsidies by County 55

10. OPERATING EXPENSES

Expense Assumptions by Category 56
Ten Year Expense Trends 58
Summary of Operating Expenses 60
FY 2021 Budget – Detail of Expenses 61
FY 2021 Budget – Allocation By Company 62
FY 2020 Actual – Detail of Expenses 63
FY 2019 Actual – Detail of Expenses 64

Return to
Table of Contents

11. HEADCOUNT AUTHORIZATIONS

Headcount Designations....65
Fiscal Year 2021 Headcount Authorizations 66
Fiscal Years 2017-2021 Headcount Authorization 69
Headcount Authorization Cause of Change....72

12. DEPARTMENTAL SUMMARIES BY DIVISION

Corporate Staff... 77
Transit Police... 86
System Safety 90
Operations....96
Engineering, Maintenance and Construction 111
Deputy General Manager/Treasurer's Staff 122
Deputy General Manager/Operations, EM&C and Vehicles 131
Finance 138
Planning and Strategic Initiatives 148
Employee Development and Relations 156
Human Resources 164
Procurement, Supply Chain and Disadvantaged Business Enterprise 170
Audit and Investigative Services....178
Customer Experience and Advocacy....184
Office of General Counsel....191
Public and Government Affairs 198

13. SUMMARY OF INTERDEPARTMENTAL EXPENSES

Fringe Benefits 206
Non-Departmental Expenses....208
CCT Connect ADA, Shared Ride Program and Other Expenses 209

14. SUMMARY OF CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program....211
Fiscal Year 2021 Capital Budget (Source and Use of Funds) 212
Fiscal Year 2021-2024 Capital Program....213
Fiscal Year 2021 Capital Budget and FY 2021-2032 Capital Program....214
Capital Projects Impact Analysis on Operating Budget FY 2021-2026-SEPTA 215
Capital Projects Impact Analysis on Operating Budget FY 2021-2026-Outside....218

GLOSSARY

Acronyms 220
Terms....224

1. Introduction and Profile

SEPTA's History

Greater Philadelphia has evolved into a vibrant center of economic growth in the country and the Southeastern Pennsylvania Transportation Authority's (SEPTA) multi-modal transit system has been a catalyst for this development: providing service to three states and giving riders in the region easy access to work, school, healthcare appointments, recreational outings, and major shopping destinations. The policy makers' commitment to investing in transportation at the federal, state, and local level has enriched the lives of residents, visitors, and tourists.

SEPTA was created by the Pennsylvania General Assembly in 1964 as a solution to the need for a regional approach to transit, which would provide needed transportation for passengers, shared services to reduce expenses and greater access to financial markets to help maintain and expand the system. On September 30, 1968, after five years of negotiations, SEPTA acquired the Philadelphia Transportation Company. The Philadelphia Transportation Company was created January 1, 1940 and was responsible for the operation of buses, trolleys, trackless trolleys, and subway elevated lines: the Market-Frankford line and the Broad Street line in the Philadelphia area.





8 SECTION I XH The Sunday Bulletin PHILADELPHIA Sunday, Sept. 29, 1968

SEPTA to Take Over PTC Tomorrow To Cap Five Years of Negotiations

By EUGENE L. MEYER
Of The Bulletin Staff

Southeastern Pennsylvania Transportation Authority (SEPTA) will take possession of Philadelphia Transportation Co. at noon tomorrow.

In a ceremony in the sixth-floor conference room of the Philadelphia National Bank building, involving exchanges of checks and documents, the nearly five-year effort to acquire the nation's largest private transit firm will come to an end.

PTC is the first system to be acquired by SEPTA, a state agency formed in 1964 to develop and coordinate regional transportation.

The sale price is $47,938,884.36, somewhat less than the $48,227,000 negotiated, because about 8,000 of PTC's 1.7-million shareholders cashed in their stocks at market value, instead of waiting to be paid by SEPTA.

pel buttons immediately but replacement of PTC signs with SEPTA decals will be a more gradual process.

Tomorrow will mark the end of official positions for two transit officials and the beginning of new ones for some others.

Lyons, Reichel Out

Lyons will no longer be a part of PTC under SEPTA ownership. The resignation of M. J. Reichel, outgoing SEPTA general manager, becomes effective tomorrow.

Although about a dozen applications for Reichel's $45,000-a-year job have been received, no successor has yet been chosen.

A SEPTA board resolution, scheduled for approval tomorrow, provides for all PTC employes to retain their present positions, titles and salaries, except the officers.

David N. Phillips, PTC vice president and treasurer, will be-

PTC would assume the $17-million pension obligation, making the price about $38 million, or between $6 and $8 a share.

PTC appealed the Spaeth decision. In July, 1967, the State Supreme Court upheld the lower court. In September, it refused to reconsider its ruling.

In November, PTC appealed its case to the U. S. Supreme Court, but the high court refused to hear it.

Meanwhile, negotiations dragged on through fall and winter, until last February, when Tate brought the two sides together and successfully served as mediator.

The sale price agreed upon includes $22,451,608.46 to pay off PTC's funded debt, and $25,487,275.90 to pay PTC stockholders.

On March 15, both PTC and SEPTA boards agreed to the

In 1983, SEPTA was required to take over all operations of Conrail's passenger railroad to be integrated with the Authority's existing transit services. Conrail, which was federally funded, had originally assumed responsibility for the passenger services of the Pennsylvania Railroad and the Reading Company in 1976. Both railroads went bankrupt due to the decline in the demand for the transportation of coal, the introduction of superhighways, and the advance of air travel. After a difficult transition and a 108 day strike by Conrail railroad workers, SEPTA's Regional Rail Division was established. Between Fiscal Years 2012-2016, Regional Rail had outpaced transit in annual ridership growth and is a critical component in Southeastern Pennsylvania's economic engine.

INTEGRATING SOUTHEASTERN PENNSYLVANIA'S TRANSIT NETWORK

1964	1968	1970	1976	1983	1984	1985
Created by PA State Assembly	Acquired Phila. Transp. Company	Acquired Phila. Suburban Transp. Company (Red Arrow)	Acquired Schuylkill Valley Lines (Frontier)	Acquired Former Penn Central and Reading Railroads	Opened "Center City" Commuter Tunnel	Opened Service on Airport Line

1. Introduction and Profile

Today, 56 years after its creation by the Pennsylvania General Assembly, SEPTA is the nation's sixth largest transit system, with a vast network of fixed route services including bus, subway, light rail, trolleybus, and Regional Rail, as well as ADA Paratransit and Shared Ride programs. This network provides service in Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties with connections into New Jersey and Delaware. SEPTA is also one of the region's largest employers, with a workforce of approximately 9,500 employees.

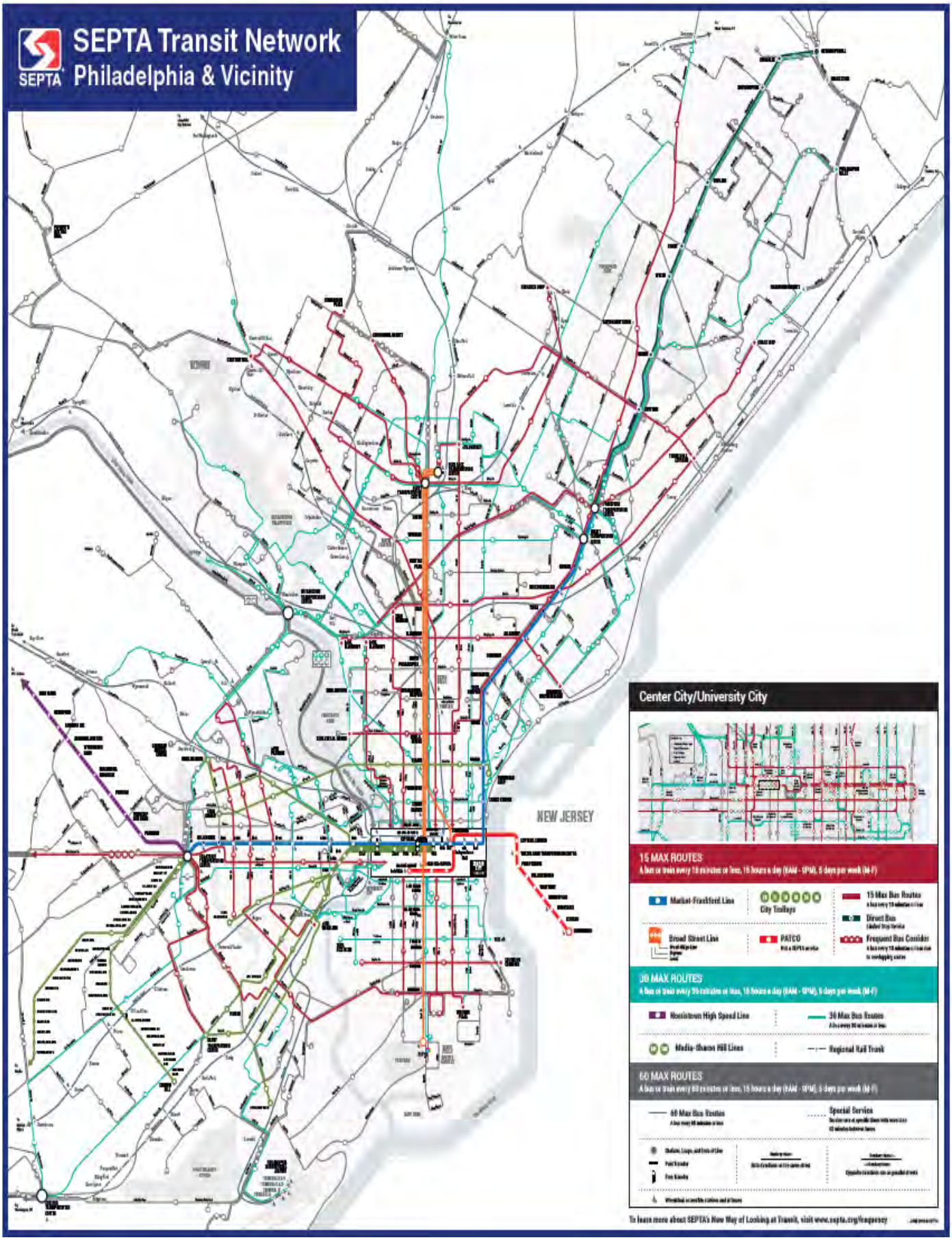


SEPTA SERVICE PROFILE AT A GLANCE

	FIXED ROUTES	REVENUE VEHICLES	STATIONS & STOPS	ANNUAL TRIPS *(in millions)*
BUS & TROLLEYBUS	127	1,490*	13,054	108.9
MARKET-FRANKFORD LINE	1	218	28	39.9
BROAD STREET LINE	1	125	25	26.8
REGIONAL RAIL	13	396	155	26.3
LIGHT RAIL	8	159	670	18.0
NORRISTOWN HIGH SPEED LINE	1	26	22	2.5
ADA PARATRANSIT/SHARED RIDE	N/A	459	N/A	1.1

Exact number varies as new buses are acquired and old vehicles are retired.


SEPTA Regional Rail & Rail Transit
Doylestown
West Trenton
Warminster
Lansdale
Glenside
Jenkintown-Wyncote
Trenton
River Line to Camden
Norristown
(Elm St)
Norristown Trans. Ctr.
Thorndale
Chestnut Hill East
Chestnut Hill West
Fern Rock Trans. Ctr.
Fox Chase
Frankford Trans. Ctr.
Cynwyd
69th Street Trans. Ctr.
30th Street Station
Suburban Station
Jefferson Station
Market
Walnut Locust
City Hall
Penn Medicine Station
Sharon Hill
Media
Elwyn
Newark
Airport
Lindenwold
Delaware River
NW
NE
SW
SE
LEGEND
Market-Frankford Line
Broad Street Line & Broad-Ridge Spur
Norristown High Speed Line
Trolley Lines (Routes 10, 11, 13, 15, 34, 36, 101 and 102)
Regional Rail Lines
PATCO Line
Free interchange
Pedestrian Connection
Wheelchair accessible station
INFORMATION
Customer Service: 215-580-7800
TDD/TTY: 215-580-7853
Website: www.septa.org

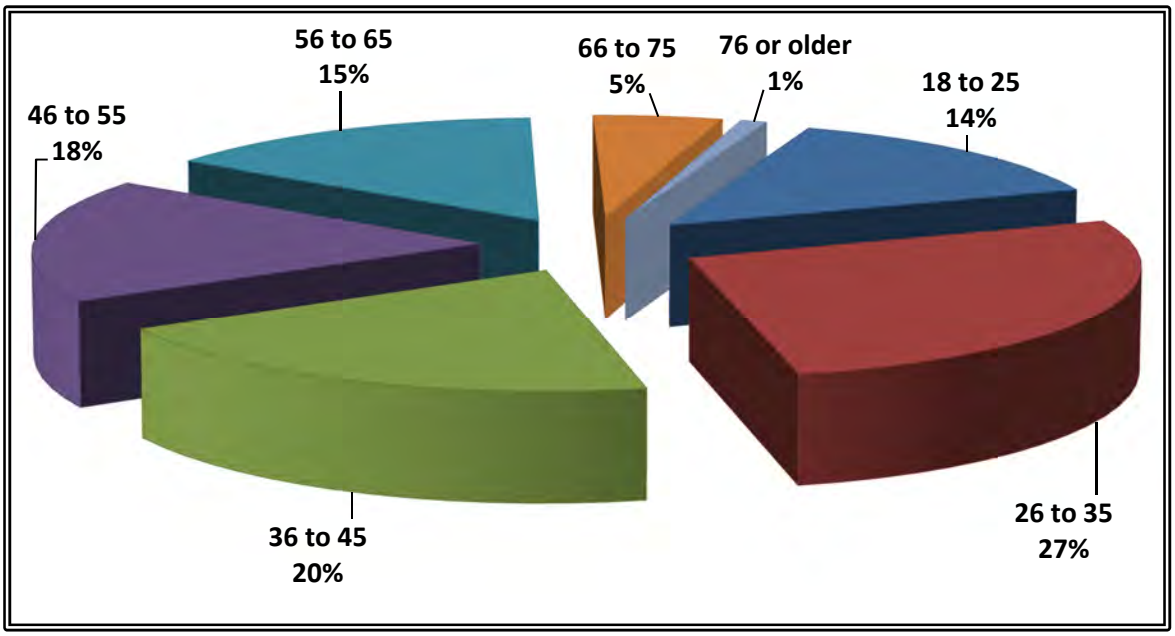


Return to
Table of Contents

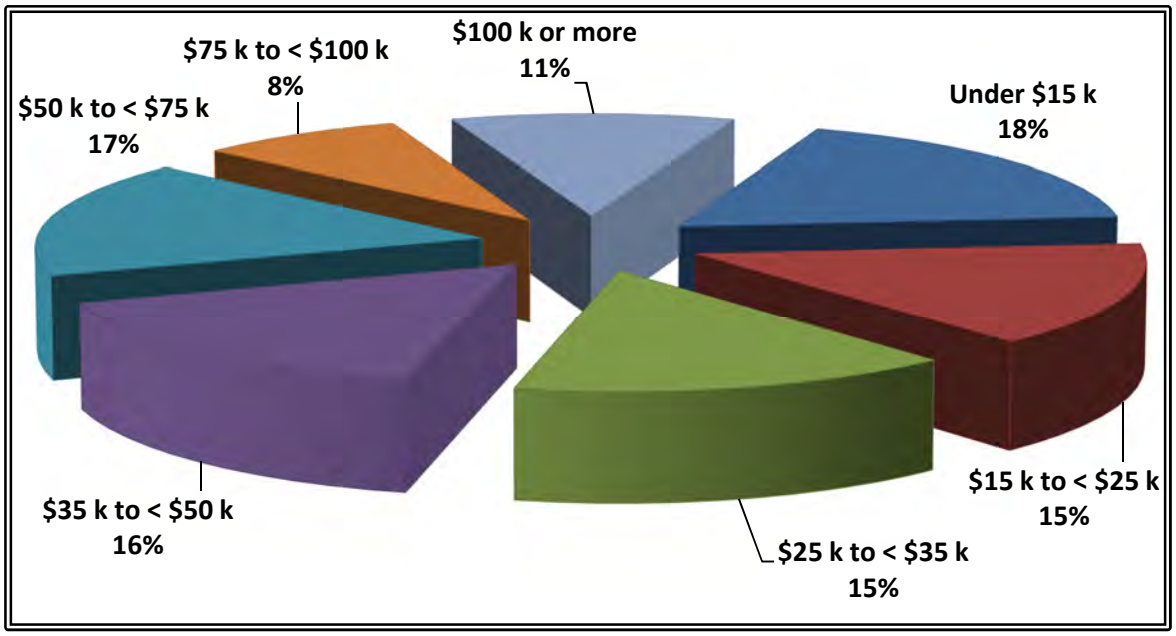
SEPTA Passengers

The following charts serve to illustrate the demographic distribution of SEPTA ridership. This data was recorded and compiled as part of the SEPTA 2018 Customer Satisfaction Survey. Due to COVID-19, the planned 2020 Customer Satisfaction survey has been postponed.

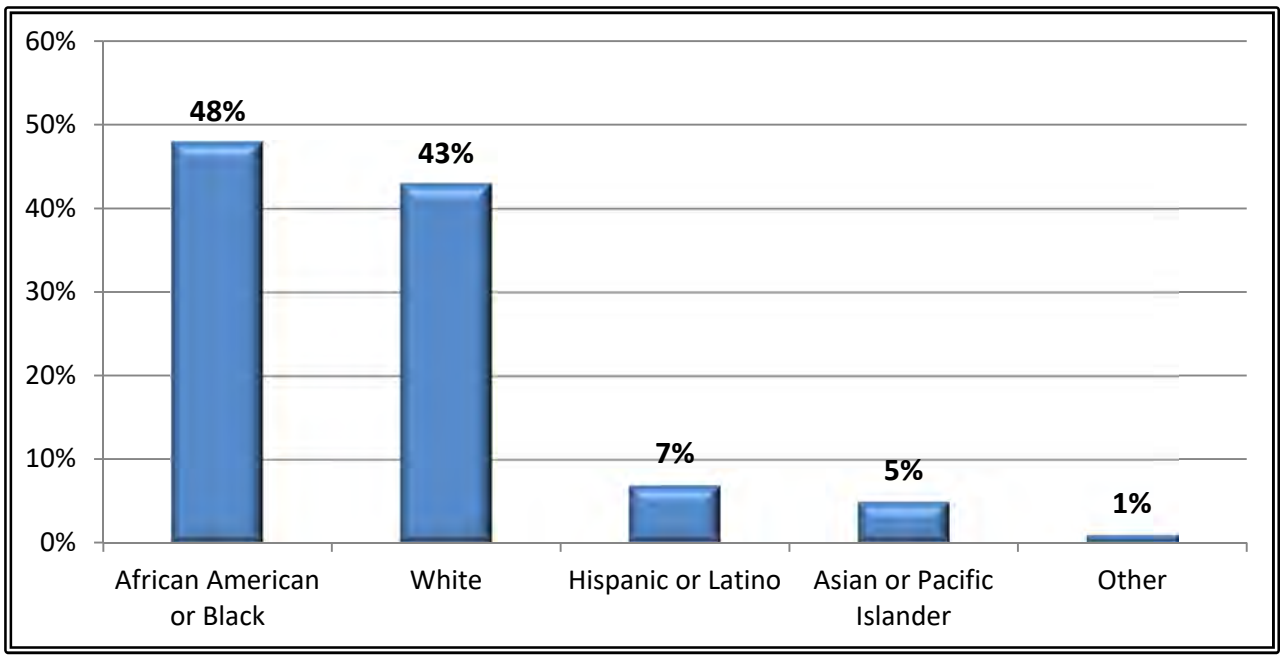
Age of Adult Passengers



Annual Household Income of Passengers

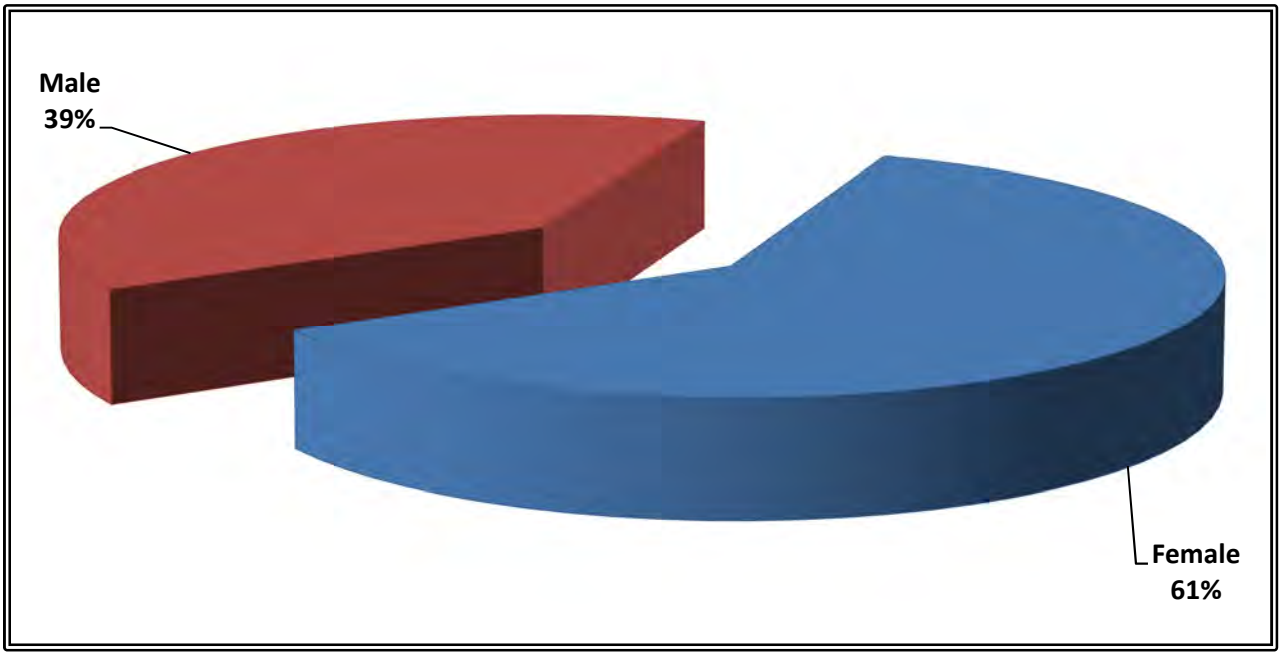


Ethnicity of Passengers



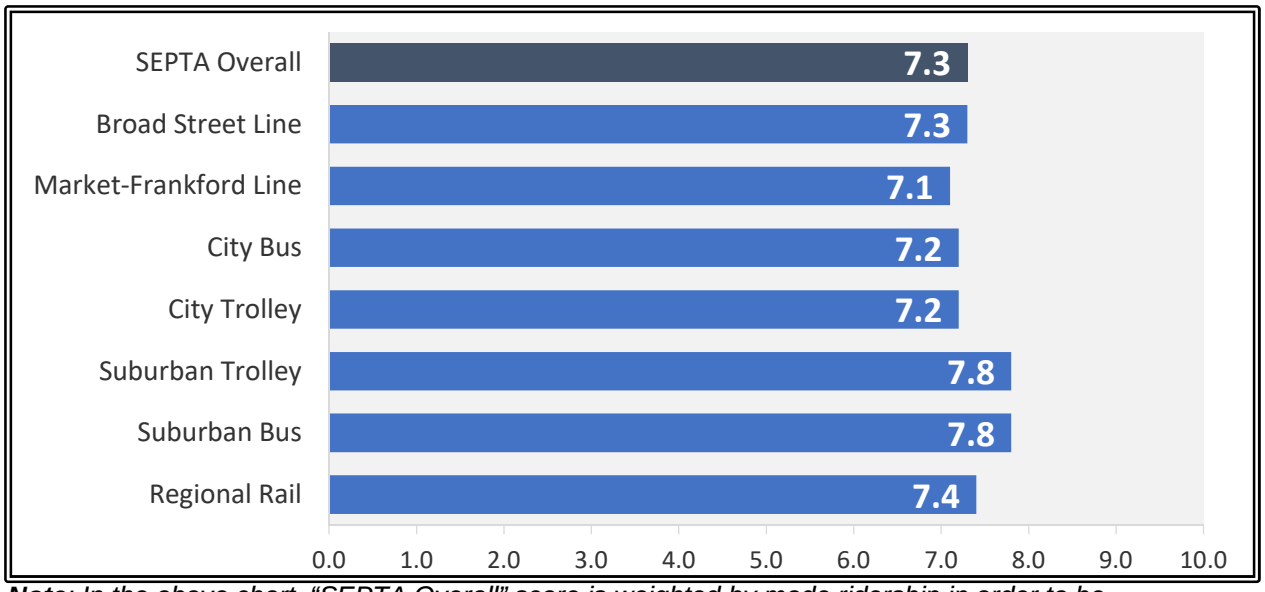
Note: *In the above chart, percentages total more than 100% as respondents were able to select multiple responses to this question to more accurately reflect an individual's racial and ethnic background.*

Gender of Passengers



Customer Satisfaction Rating

SEPTA conducted a Customer Satisfaction Survey from April 24, 2018 to May 4, 2018, resulting in 1,542 rider and 400 non-rider interviews (1,942 total respondents). Respondents had the option of taking the survey online or via telephone interview. Riders provided ratings on a scale of 0 – 10 and could provide observations on up to 3 modes taken within the last seven days prior to their interview. A total of 2,840 mode observations were collected. In 2018, the average overall SEPTA Modal Performance Satisfaction rating was a 7.3.

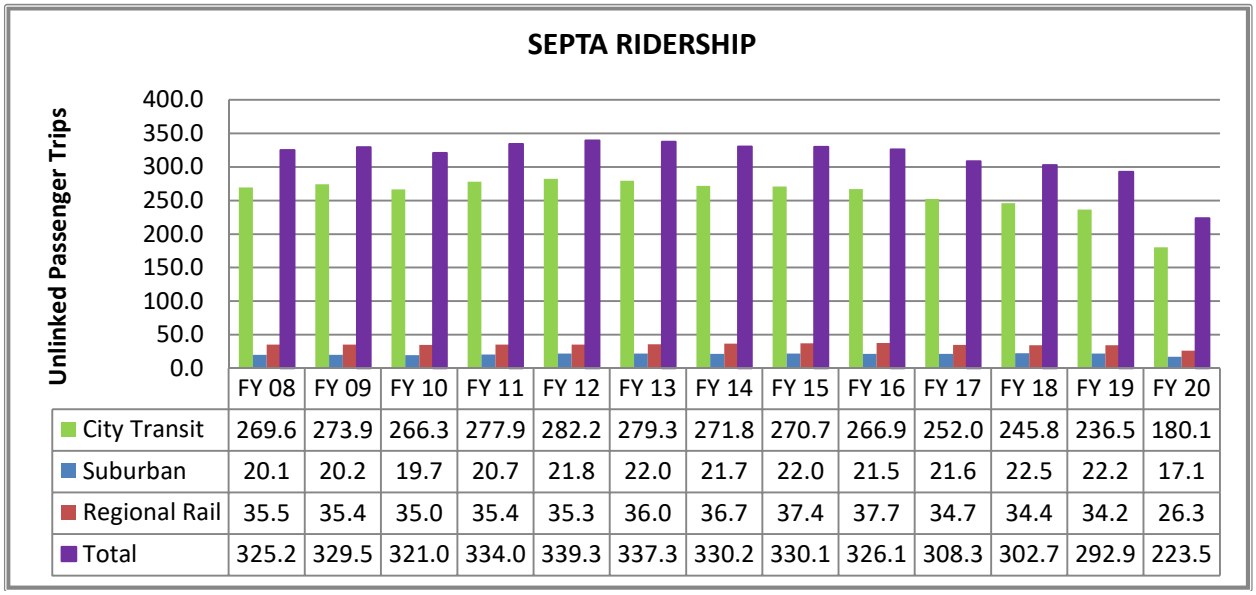


***Note**: In the above chart, "SEPTA Overall" score is weighted by mode ridership in order to be representative of overall rider population. Due to changes in methodology in how the survey was conducted, the results were deemed not comparable to previous years' results.*

Key Regional Transportation Trends

Transit Ridership

Total ridership has decreased over the past five years due to a number of factors, such as increased competition, structural changes in ridership patterns, and moderate gas prices. The Fiscal Year 2020 decrease was primarily due to the Covid-19 impact on the region that commenced in mid-March 2020.

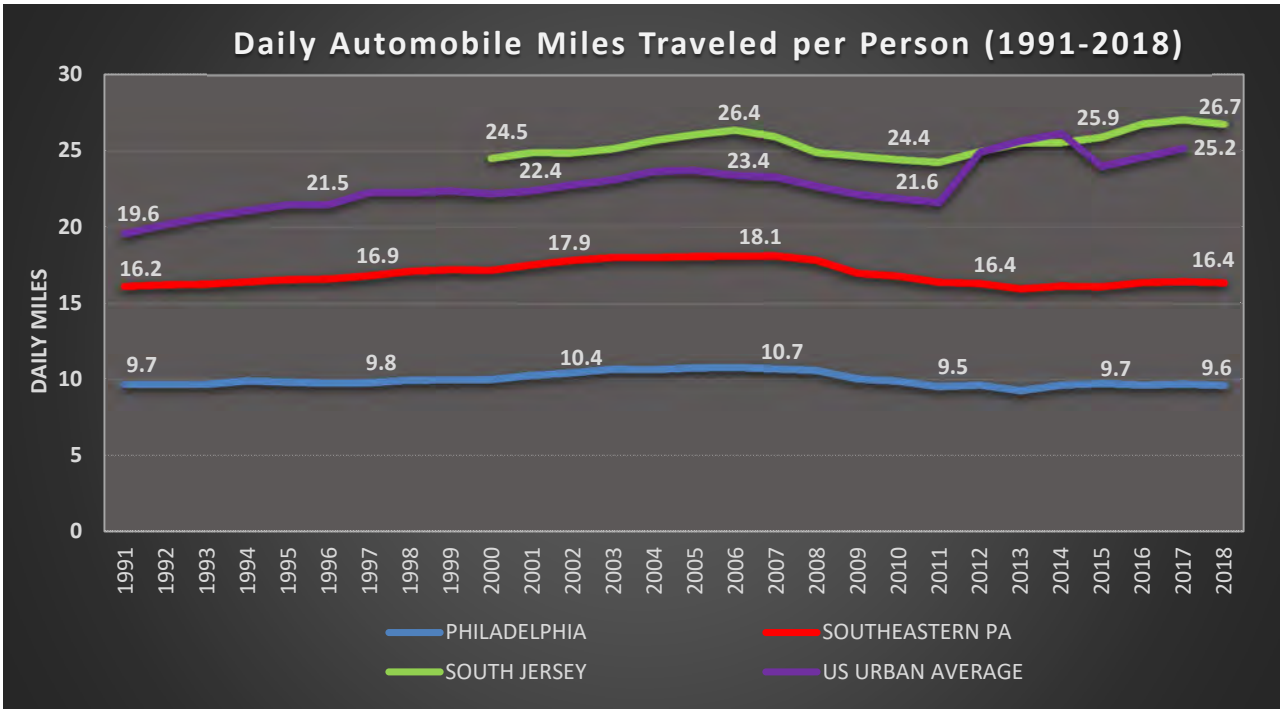


	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
City Transit	269.6	273.9	266.3	277.9	282.2	279.3	271.8	270.7	266.9	252.0	245.8	236.5	180.1
Suburban	20.1	20.2	19.7	20.7	21.8	22.0	21.7	22.0	21.5	21.6	22.5	22.2	17.1
Regional Rail	35.5	35.4	35.0	35.4	35.3	36.0	36.7	37.4	37.7	34.7	34.4	34.2	26.3
Total	325.2	329.5	321.0	334.0	339.3	337.3	330.2	330.1	326.1	308.3	302.7	292.9	223.5

***Note:** Suburban includes both Victory and Frontier Transit Divisions.*

Driving Rates

Automobile use trends underscore the extent to which transit is increasingly becoming a mode of choice for residents of Southeastern Pennsylvania. As transit ridership increases, driving rates decrease. Historically, the City of Philadelphia and Southeastern Pennsylvania driving rates have been roughly one-third and two-thirds the national urban average, respectively. In recent years, as national driving rates have rebounded with improving economic conditions, local driving rates have remained flat. The most recent miles traveled data available is 2018.



Strategic Business Plan

SEPTA's former Strategic Business Plan was adopted by the Board in July 2014 for Fiscal Years 2015 through 2019. The plan positioned SEPTA to evaluate and take advantage of key trends and to meet the region's evolving transportation needs. As the transportation industry continues to evolve faster than it ever has before, SEPTA is developing a new Strategic Business Plan to actively address these challenges and ensure that transit is the backbone of mobility across the region. The former strategic plan is available at www.septa.org/strategic-plan.

While we progress the next Strategic Business Plan, in the interim, we will continue to focus on goals that enhance SEPTA's value proposition:

SEPTA's VALUE PROPOSITION

Leaders in Southeastern Pennsylvania agree that mass transit:

Drives the Economy: The five counties of Southeastern Pennsylvania generate 42% of the state's economic output on 5% of its land, a degree of economic productivity and density that is only possible with high-capacity mass transit.

Supports Equity: Using mass transit is more affordable than driving, saving the average Philadelphia household close to $1,000 in annual cost of living expenses.

Advances Sustainability: Using mass transit reduces carbon emissions from transportation, which at 28% is now the largest single sector source of carbon in the United States; in Philadelphia, transportation only represents 25% of carbon emissions thanks to a culture of low and no-carbon travel, including mass transit.

Promotes Public Health and Safety: Using mass transit is ten times safer than driving and promotes healthy lifestyles that meet physician recommendations for daily physical activity.



Balanced Scorecard of Key Performance Indicators

SEPTA's former Strategic Business Plan established a "balanced scorecard" approach to performance management. The Key Performance Indicators (KPIs) were designed to guide strategy development based on a quantitative evaluation of progress during plan implementation. The KPIs were carefully selected to represent meaningful measures of achievement towards strategic objectives across all business units.

Progress updates on each KPI are posted quarterly at *www.septa.org/strategic-plan.*

The balanced scorecard has six key focus areas:

- Safety and Security: develop a safety-first culture
- Financial Efficiency: responsibly manage resources
- The Customer Experience: provide best-in-class transportation services
- Resource Management: implement best management practices
- State of Good Repair and Reliability: reduce the backlog of capital repair needs
- Employee Growth: attract, develop, and retain a diverse, healthy, and versatile workforce

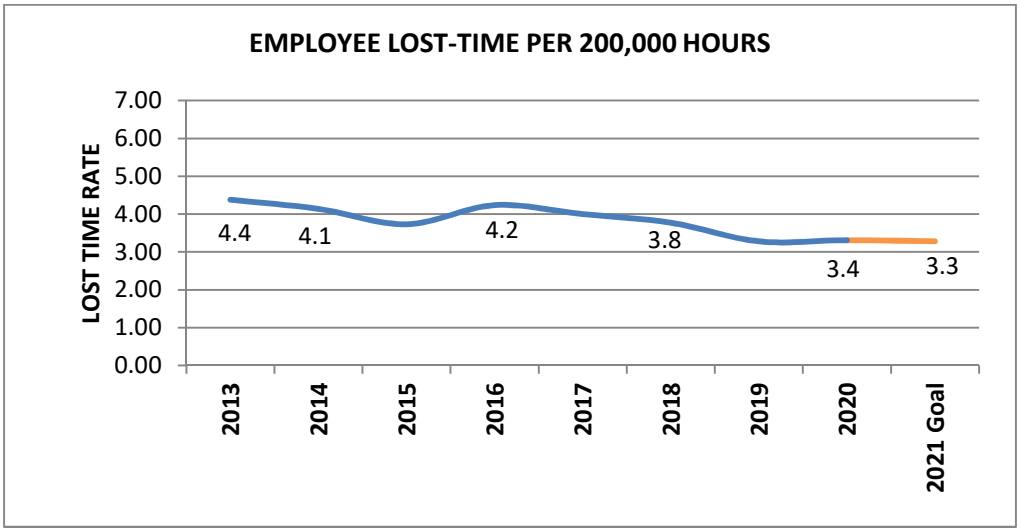
Safety and Security

Goal Statement: to develop a safety-first culture that results in fewer customer and employee incidents.

Employee Lost Time Injuries per 200,000 Work Hours

Injuries causing missed work divided by work hours times 200,000					
	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Goal**
Non-Railroad			2.67	2.86	2.74
Railroad			5.13	5.27	5.15
Total	4.0	3.8	3.28	3.35	3.28

Note: *KPI reporting metrics were revised in FY 2019 to report lost time injury data by the railroad and non-railroad classification.*



Vehicle, Passenger, and Station Incidents

Reported vehicle and passenger incidents per 100,000 miles; reported station incidents per 1,000,000 passenger trips			
	FY 2019 Actual	**FY 2020 Actual**	**FY 2021 Goal**
Vehicle Incidents	5.13	4.48	4.75
Passenger Incidents	3.71	3.38	3.51
Station Incidents	0.53	1.70	1.10

Note: The COVID-19 situation has caused a significant decrease to service and ridership which in turn has impacted the FY 2020 numbers. In light of this situation, in order to normalize the data, the FY 2021 goal is calculated as a 1% reduction of the average of the past two years instead of the usual 2%.

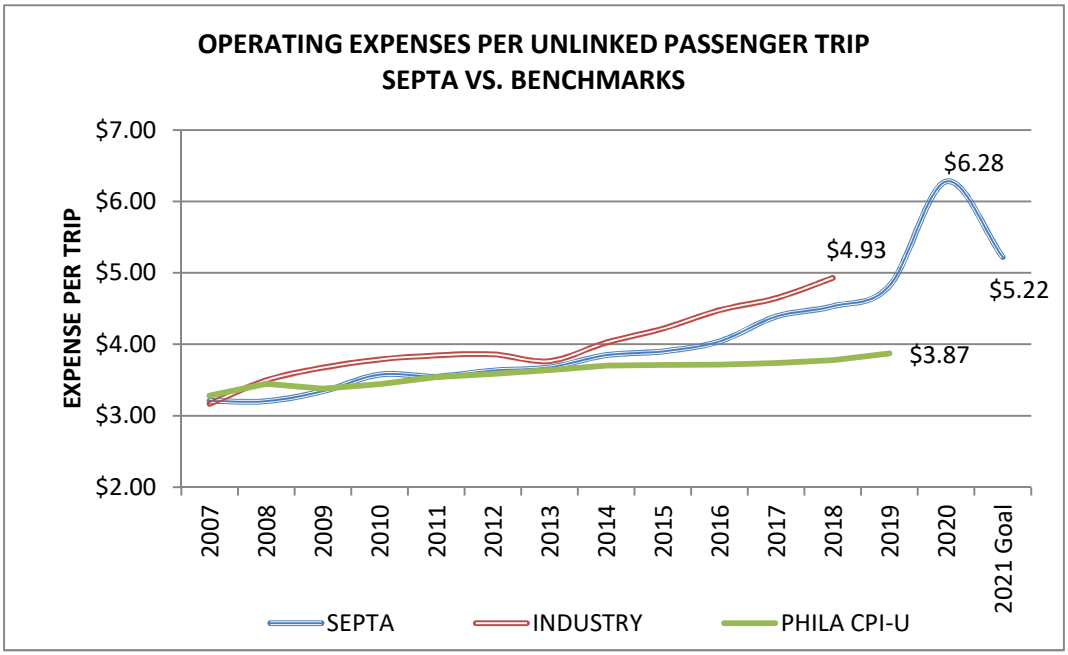
Financial Efficiency

Goal Statement: to responsibly manage resources in a manner that provides requisite budget stability to grow the system.

Operating Expenses per Unlinked Passenger Trip
Goal: Change in SEPTA is Below Change in Philadelphia CPI-U and Industry CPI-U

Total operating expenses divided by total unlinked passenger trips				
	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Goal**
Operating Expenses *(in thousands)*	$1,371,790	$1,411,366	$1,403,458	$1,530,984
Unlinked Passenger Trips *(in thousands)*	302,700	292,857	223,483*	293,293
Operating Expenses Per Unlinked Passenger Trip	**$4.53**	**$4.82**	**$6.28**	**$5.22**

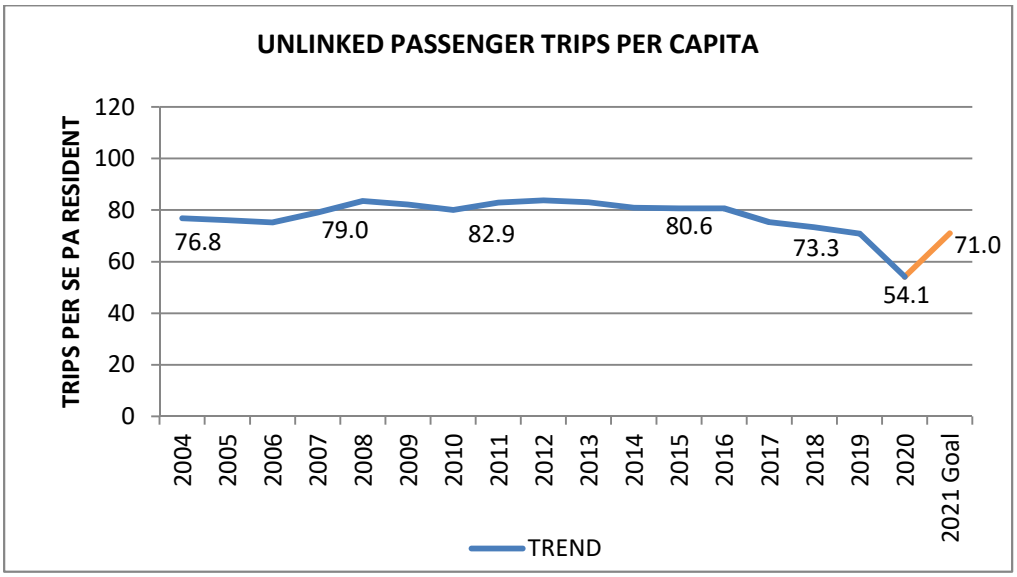
**FY 2020 Passenger Trips were significantly lower than the prior year due to the impact of Covid-19.*



Unlinked Passenger Trips per Capita

Total unlinked passenger trips divided by total five county SEPTA population	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal
Unlinked Passenger Trips *(in thousands)*	308,300	302,700	292,857	223,483	293,293
Regional Population *(in thousands)*	4,119	4,128	4,134	4,134*	4,134*
Unlinked Passenger Trips per Capita	**74.85**	**73.33**	**70.84**	**54.06**	**70.95**

**Reflects most recent estimated data available.*
Note: *FY 2020 Passenger Trips were significantly lower than the prior year due to the impact of Covid-19.*



- **Other Measures**
 - **New Route Utilization Criteria** – As part of the SEPTA FY 2020 Annual Service Plan, the SEPTA Service Standards and Process was revised to reflect new route utilization criteria. These criteria reflect a peer review of nearly a dozen large transit agencies in North America and metrics from PennDOT's performance review. While operating ratio data will still be collected and reported upon, the evaluation now focuses on passengers per revenue hour (measuring route productivity) and cost per passenger (measuring route effectiveness). In addition, comparative evaluations will be made based on a new route classification system, segmented into City, Suburban, Arterial, Expressway, Fixed and Special Purpose. Any route falling in the bottom 15th percentile for both passengers per revenue hour and cost per passenger will be identified as candidates for possible evaluation and intervention.

 A minimum economic performance standard is used for Regional Rail stations. A station failing to meet this minimum standard will be targeted for evaluation as part of a future Annual Service Plan. The evaluation will consider the station(s) which have not met the minimum economic performance standard.

The evaluation will consider the station's line, adjacent stations, available amenities including parking, nearby Regional Rail lines, other local SEPTA transit options, physical infrastructure constraints or opportunities for service, driving and non-driving access to the station and nearby stations, trip-time impacts on the overall line, planned or recent investments and the costs associated with those investments.

- **Other Financial and Productivity Goals**
 - **Scheduled Service Requirements** – 98% or higher of service operating as scheduled.
 - **Accessibility by Elderly and Disabled** – Achieve 100% of total requests for ADA trips (639,000 ADA City Division and 303,000 ADA Suburban Division trips, pre Covid-19).
 - **Vehicle Miles per Employee** – 10,490 or more vehicle miles per employee (includes miles in contracted services, Shared Ride, and ADA Paratransit).
 - **Administrative-to-Operating Employee Ratio** – 1:20 ratio between administrative employees and operating employees.
 - *Note: Operating employees includes anyone in Operations, Vehicle Engineering, Transit Police, Engineering Maintenance and Construction, and System Safety Divisions, Revenue Operations, Training and Development, and Customer Experience and Advocacy.*

Vehicles per Mechanic

A key staffing measure that establishes goals based on vehicle types reflecting the varying size, complexity, and condition of each fleet					
	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Goal**
Bus and Trolleybus	3.1	3.3	3.2	3.1	3.0
City Trolley	1.8	1.9	2.0	2.1	1.6
Market-Frankford Line	3.4	3.5	3.3	2.8	3.5
Broad Street Line	1.9	2.1	2.1	2.0	2.5
Media-Sharon Hill Line	1.5	1.5	1.5	1.7	1.3
Norristown High Speed Line	2.1	2.0	2.1	2.4	1.7
Regional Rail	1.5	1.5	1.5	1.5	1.6

***Note**: Mechanics assigned to SEPTA's vehicle overhaul program not included.*

The Customer Experience

Goal Statement: provide best-in-class transportation services that meet or exceed customer expectations.

Commendations-to-Complaints Ratio

Total customer commendations divided by complaints received through media (mail, e-mail, phone, web)					
	FY 2017 Actual	**FY 2018 Actual**	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Goal**
Commendations	2,904	3,265	3,249	2,776	N/A
Complaints	53,216	56,218	57,170	51,678	N/A
Commendations-to-Complaints Ratio	***0.055***	***0.058***	***0.0568***	***0.0537***	***0.0570***

Service Reliability
Goal: Varies by Mode

Percentage of arrivals within 5 minutes, 59 seconds of schedule					
		FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal
SURFACE	***City/Suburban Bus***				
	Allegheny	77%	79%	78%	80%
	Callowhill	72%	73%	73%	74%
	Comly	79%	81%	81%	82%
	Frankford Bus	79%	80%	79%	81%
	Frankford Trackless Trolley	74%	87%	87%	89%
	Midvale	76%	78%	76%	78%
	Southern	76%	77%	76%	78%
	Frontier	80%	83%	81%	83%
	Victory	78%	81%	79%	81%
	City Trolley	73%	75%	70%	75%
	Media-Sharon Hill Line	93%	87%	86%	92%
	Norristown High Speed Line	98%	92%	94%	93%
RAIL	**Broad Street Line**	99%	99%	98%	98%
	Market-Frankford Line	98%	97%	95%	98%
	Regional Rail	87%	89%	89%	90%

Uptime of Mission Critical IT Systems

Percentage of time during which mission critical communication platforms are fully operational				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal
SEPTA.org	***99.99%***	***100%***	***100%***	***99.99%***
Real-Time Application Program Interface (API)	***99.40%***	***99.68%***	***99.89%***	***99.99%***

Communications Activity Index

Composite index of activity on SEPTA's customer facing electronic communications platforms				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal
SEPTA.org 1K Page Views	109,225	100,073	71,707	N/A
@SEPTA_Social Activity	56,941	52,801	44,474	N/A
Mobile App Downloads	188,149	212,198	229,556	N/A
Control Center Tweets	43,255	34,775	27,401	N/A
Communications Activity Index	***397,570***	***399,847***	***373,138***	***395,000***

Resource Management

Goal Statement: to implement best management practices that ensure SEPTA remains a sustainable, high-performance and outcome-driven agency.

Procurement Turnaround Time
Goal: 21 days for < $25K, and 40 days for $25K-$100K

Purchasing process efficiency within categories of procurements by dollar value				
	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Goal**
< $25,000 Procurements (in days)	19.0	18.3	15.7	21.0
$25,000 to $100,000 Procurements (in days)	53.2	46.3	45.6	40.0

Carbon Footprint

Emissions Per Passenger Mile Traveled = pounds of carbon dioxide equivalents emitted divided by passenger miles traveled (compared with single-occupancy vehicle)				
	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Actual****	**FY 2021 Goal**
Diesel (in gallons)	13,653,993	13,300,565	12,555,733	N/A
Electricity (in megawatt hours)	475,214	478,436	451,644	N/A
Gasoline (in gallons)	2,435,652	2,498,435	2,358,523	N/A
Natural Gas (in cubic feet)	2,638,509	2,700,210	2,797,136	N/A
Heating Oil (in gallons)	227,002	188,262	179,062	N/A
Steam (in millions of pounds)	29,768	30,097	28,877	N/A
Total Emissions (in carbon dioxide equivalents)	806,650,084*	802,588,776	760,693,765	N/A
Passenger Miles (in thousands)	1,366,276	1,317,865	981,090	N/A
Emissions Per Passenger Mile Traveled	**0.590**	**0.609**	**0.775**	**0.550**

Re-stated

****** *All values presented for FY 2020 are preliminary estimates subject to change*

Waste Diversion Rate

Diversion Rate = tons of recycled municipal waste divided by tons of total municipal waste				
	FY 2018 Actual	**FY 2019 Actual**	**FY 2020 Actual**	**FY 2021 Goal**
Recycled Municipal Waste (in tons)	14,769	833	57	N/A
Other Municipal Waste (in tons)	14,540	20,161	2,813	N/A
Diversion Rate	**50.4%**	**4.0%**	**2.0%**	**5.0%**

***Note**: FY 2019 and FY 2020 diversion rates were lower due in part to stricter recycling standards.*

State of Good Repair and Reliability

Goal Statements: to reduce SEPTA's backlog of capital repair needs in a way that improves safety, reliability, capacity, and the customer experience.

Major Capital Project Deadlines Achieved within 90 Days of Deadline

Number of major project deadlines achieved within 90 days divided by total major projects with deadlines	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal
Major Project Deadlines Achieved within 90 Days	66	56	49	N/A
Total Major Project Deadlines	78	66	55*	N/A
Achievement Rate	**84.6%**	**84.8%**	**89.1%**	**80.0%**

** Volume of total major project deadlines significantly impacted by COVID-19*

Mean Distance Between Failures
Goal: Varies by Mode

	Fleet miles traveled divided by mechanical failures requiring vehicle to be removed from revenue service	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Goal
SURFACE	***City/Suburban Bus***				
	Allegheny	7,525	6,842	7,437	7,327
	Callowhill	7,817	7,855	8,822	7,993
	Comly	13,867	12,497	12,807	13,446
	Frankford Bus	14,734	14,378	15,391	14,847
	Frankford Trackless Trolley	14,543	13,864	14,837	14,348
	Midvale	7,184	7,297	8,252	7,385
	Southern	7,380	8,128	9,417	7,909
	Frontier	22,669	23,580	19,667	23,587
	Victory	11,462	13,012	16,707	12,482
	City Trolley	10,378	12,769	13,909	11,805
	Media-Sharon Hill Line	17,139	24,073	27,341	21,018
	Norristown High Speed Line	27,215	36,130	35,129	32,306
RAIL	**Broad Street Line**	127,360	112,710	145,757	122,436
	Market-Frankford Line	103,442	103,056	129,796	105,314
	Regional Rail	41,718	35,269	46,373	39,263

Employee Growth

Goal Statement: to attract, develop, and retain a diverse, healthy, and versatile workforce.

Incremental Improvement from Ongoing Focus on Women and Minority Hiring Efforts

		7/1/17 Actual	7/1/18 Actual	7/1/19 Actual	7/1/20 Actual	7/1/21 Goal
Management (% out of total management employees)	**Minority**	46.1%	46.9%	49.0%	50.9%	51.0%
	Women	19.8%	20.3%	21.1%	21.7%	22.0%
Professional (% out of total professional employees)	**Minority**	39.2%	39.4%	40.2%	40.6%	41.0%
	Women	34.1%	33.9%	33.1%	32.7%	35.0%

Budget Development

The first step of the budget development process begins with a meeting attended by the Operating Budget and Planning and Strategic Initiatives staff in December to discuss the key initiatives for the upcoming fiscal year. These initiatives are incorporated into each division's goals and funding is provided within the financial constraints determined by the Chief Financial Officer and the Deputy General Manager/Treasurer.

The next major step in the process occurs in January with the preparation of a draft service projection for the following fiscal year. This is a collaborative effort between the Operating Budget and Service Planning Departments and results in a detailed service projection and Authority-wide expense projection by mid-February.

The Operating Budget Department also meets with personnel from each staff and operating department to review specific budget requirements and potential issues for the following fiscal year. Based on these meetings and the Strategic Planning Initiatives, the service projection may then be revised if necessary. Departmental expense levels are set accordingly and preliminary authorization letters and the budget database template are distributed to all departments in March.

Operating and staff department personnel then populate the Corporate Performance Management (CPM) operating budget database template for submission. The Operating Budget Department reviews each submission and recommends corrections or revisions as necessary. The submissions are then compiled and the SEPTA Board is briefed.

Period for Public Comment

The Operating Budget Department publishes SEPTA's Operating Budget Proposal on the Authority's Website and distributes it publicly in late March, thus beginning the period for public comment, which is open until the beginning of May. SEPTA's Board Chairman appoints an independent hearing examiner to conduct public hearings in each of the five counties that SEPTA serves. Public hearings are then held in late April to inform the public and to solicit public comment on the proposal. SEPTA staff presents testimony and responds to inquiries from the public.

Note: Due to the State of Emergency declared by both the President of the United States and the Governor of the Commonwealth of Pennsylvania; the public health concerns created by the COVID-19 outbreak (coronavirus); and to support the health, well-being and safety of our community, the Southeastern Pennsylvania Transportation Authority four public hearings were held as virtual meetings in late May 2020. The hearing examiner issued a report with recommendations on June 2, 2020 and the Fiscal Year 2021 Operating Budget was adopted by the Board on June 25, 2020.

Adoption

The hearing examiner evaluates the SEPTA staff proposal together with public commentary and issues a report to the Board in the beginning of May. Included in this report are recommendations the hearing examiner may choose to make as a result of his review. The SEPTA Board adopts a budget for the upcoming fiscal year at its regular May Board meeting on the fourth Thursday of the month.

Budget Amendment

Subsequent amendments to the total budget are handled in the same manner as the annual budget process. That is, budget amendments would be subject to the same three phases of the annual process: budget development, period for public comment and budget adoption.

Fiscal Year Calendar
July 1, 2020 to June 30, 2021

S	M	T	W	TH	F	S		S	M	T	W	TH	F	S	
JULY 2020							Days	**JANUARY 2021**							Days
			1	2	3	4	Cum	27	28	29	30	31	1	2	Cum
5	6	7	8	9	10	11	25	3	4	5	6	7	8	9	28
12	13	14	15	16	17	18	25	10	11	12	13	14	15	16	207
19	20	21	22	23	24	25		17	18	19	20	21	22	23	
AUGUST 2020								**FEBRUARY 2021**							
26	27	28	29	30	31	1		24	25	26	27	28	29	30	
2	3	4	5	6	7	8	35	31	1	2	3	4	5	6	28
9	10	11	12	13	14	15	60	7	8	9	10	11	12	13	235
16	17	18	19	20	21	22		14	15	16	17	18	19	20	
23	24	25	26	27	28	29									
SEPTEMBER 2020								**MARCH 2021**							
30	31	1	2	3	4	5		21	22	23	24	25	26	27	
6	7	8	9	10	11	12	28	28	1	2	3	4	5	6	35
13	14	15	16	17	18	19	88	7	8	9	10	11	12	13	270
20	21	22	23	24	25	26		14	15	16	17	18	19	20	
								21	22	23	24	25	26	27	
OCTOBER 2020								**APRIL 2021**							
27	28	29	30	1	2	3		28	29	30	31	1	2	3	
4	5	6	7	8	9	10	28	4	5	6	7	8	9	10	28
11	12	13	14	15	16	17	116	11	12	13	14	15	16	17	298
18	19	20	21	22	23	24		18	19	20	21	22	23	24	
NOVEMBER 2020								**MAY 2021**							
25	26	27	28	29	30	31		25	26	27	28	29	30	1	
1	2	3	4	5	6	7	35	2	3	4	5	6	7	8	35
8	9	10	11	12	13	14	151	9	10	11	12	13	14	15	333
15	16	17	18	19	20	21		16	17	18	19	20	21	22	
22	23	24	25	26	27	28		23	24	25	26	27	28	29	
DECEMBER 2020								**JUNE 2021**							
29	30	1	2	3	4	5		30	31	1	2	3	4	5	
6	7	8	9	10	11	12	28	6	7	8	9	10	11	12	32
13	14	15	16	17	18	19	179	13	14	15	16	17	18	19	365
20	21	22	23	24	25	26		20	21	22	23	24	25	26	
								27	28	29	30				

Return to
Table of Contents

2. The Budget Process

	Key Activities	Dec-19	Jan-20				Feb-20					Mar-20				Apr-20				May-20					Jun-20	Jul-20	Aug-20
	week or period ending date	31	4	11	18	25	1	8	15	22	29	7	14	21	28	4	11	18	25	2	9	16	23	30	30	31	8
1	SEPTA Management discussion of priorities and Planning and Strategic Initiatives for the upcoming year																										
2	Schedule Public Hearings																										
3	Meetings with SEPTA's operating and Staff departments																										
4	Develop draft service projection based on current service and proposed FY 2021 levels																										
5	Develop overall and department projections																										
6	Budget Department review of submissions																										
7	Adjust overall and departmental projections																										
8	Revise Service Projections as necessary																										
9	Budget Update Presentation to GM Team																										
10	Distribute preliminary budget authorization letters to all Staff and Operating Departments																										
11	Budget adjustments are input into Corporate Performance Management (CPM) software																										
12	Review first draft of FY 2021 Operating Budget Proposal																										
13	Public Hearing Notice to Press Relations																										
14	Publish FY 2021 Operating Budget Proposal on SEPTA website *www.septa.org*																										
15	Public Hearing Notice published in newspapers and SEPTA website/posted at major transportation centers/Associated Services for the Blind website																										
16	Prepare Public Hearing Testimony																										
17	Period for public commentary																										
18	Public Hearings held in City of Philadelphia and Suburban counties (see note on page 17)																										
19	Report from the Hearing Examiner to Board																										
20	Board Budget Committee Briefing																										
21	Board adopts FY 2021 Operating Budget																										
22	Final budget adjustments to CPM																										
23	Publish Final FY 2021 Operating Budget Book on SEPTA website																										

3. Fiscal Year 2021 Assumptions and Consolidated Budget

This section presents the Fiscal Year 2021 Operating Budget. In section 6, Fiscal Year 2019 and 2020 actual results are also presented for comparison. The Fiscal Year 2021 Operating Budget was prepared prior to the Covid-19 pandemic and will serve as the Authority's baseline budget as the region continues to address the challenges of the Covid pandemic. Given the uncertainties surrounding the health and economic recovery of the region, it is clear that actual revenue, subsidy and expense results will differ from budget as was experienced in the last 4-months results for Fiscal Year 2020. The CARES Act funding that the Authority is eligible to receive along with careful management of operating expenses and service alignments matching ridership requirements during and after recovery will help address budget revenue shortfalls that will be experienced throughout the year.

Service

The Fiscal Year 2021 Operating Budget of $1.53 billion in operating expenses assumed transportation service levels would remain generally consistent with Fiscal Year 2020 prior to the pandemic.

Revenue

Pre-Covid, operating revenue for Fiscal Year 2021 was projected to increase $13.9 million or 2.6% higher than the current year budget driven by higher passenger revenue. The passenger revenue increase included a scheduled fare increase for Fiscal Year 2021 which has since been delayed until at least January 1, 2021. Other revenue was expected to increase due to higher advertising and shared ride program income offset by lower investment returns. The Authority will continue to aggressively pursue additional sources of non-farebox revenue such as increased advertising and real estate rentals.

Expenses

Fiscal Year 2021 expenses total $1.53 billion and represents a 3% increase from the prior year budget. Fiscal Year 2020 actual results included significant unanticipated expense savings in self-insured healthcare, snow removal, and vehicle maintenance material expenses. In addition, service reductions to serve essential personnel only when stay at home measures were instituted across the region in March 2020 and various cost savings initiatives including a hiring freeze and restricted overtime resulted in significant labor and fringe benefit savings. The Fiscal Year 2021 budget includes normalized labor, fringe benefits, and claims costs while providing for higher Amtrak trackage access costs, service vehicle lease expenses, and other third party contract services.

State and Local Subsidy

Fiscal Year 2021 state and local subsidies include a grant from the Pennsylvania Public Transportation Trust Fund. Act 44 of 2007 established the trust fund and Act 89 of 2013 amended Act 44. These acts dedicate state funding for public transportation agencies across the Commonwealth of Pennsylvania. Trust fund grants are required to be matched locally at 15%. Total projected State Operating Subsidy for FY 2021 is $736.8 million with a Local Match of $110.5 million.

The Commonwealth and counties also provide a 20% match of $11.8 million on federal subsidies received to fund Amtrak trackage lease expenses and certain debt service payments. Additionally, $1.0 million of funds are provided for lease expenses for copiers and communications antenna towers. Funding of $30.7 million is also provided by the Commonwealth for Debt Service with a Local Match of $1.0 million provided by the five counties.

Federal Subsidy

Federal Subsidy includes Federal Preventive Maintenance funds of $36.6 million, Federal Capital Lease Subsidy of $47.3 million, and Capital Debt Service of $9.1 million.

3. Fiscal Year 2021 Assumptions and Consolidated Budget

Amounts in Thousands ('000)		FY 2021 Budget
REVENUE		
Passenger Revenue	$	480,574
Shared Ride Program		16,250
Other Income		42,188
Investment Income		2,756
TOTAL OPERATING REVENUE	**$**	**541,768**
EXPENSES		
Labor and Fringe Benefits	$	1,088,773
Material and Services		331,432
Injury and Damage Claims		24,711
Propulsion Power		27,313
Fuel		26,026
Vehicle and Facility Rentals		8,854
OPERATING EXPENSE	**$**	**1,507,109**
Depreciation/Contributed Capital	$	23,875
TOTAL EXPENSES	**$**	**1,530,984**
DEFICIT BEFORE SUBSIDY	**$**	**(989,216)**
OPERATING SUBSIDY		
Federal	$	93,028
State		779,377
Local		112,451
Other		4,360
TOTAL SUBSIDY	**$**	**989,216**
SURPLUS/(DEFICIT)	**$**	**-**

FINANCIAL PLANNING POLICIES

Balanced Budget

The SEPTA Board adopts a balanced budget, or short-term operating spending plan, before the start of each fiscal year in accordance with the enabling legislation of the Commonwealth of Pennsylvania. A balanced budget is one in which expected operating revenues and subsidies equal expected operating expenses. When a deviation from a balanced budget is foreseen or occurs, this is reported as an operating surplus or deficit.

Fiscal Year

The Authority's budget is prepared on a fiscal year basis, beginning July 1 and ending June 30, which is consistent with the financial statements.

Basis of Financial Reporting and Budgeting

The Authority's annual financial statements are prepared using the economic resources measurement focus and the accrual basis in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units. Revenues are recognized in the period in which they are earned and expenses are recognized in the period in which they are incurred. The Authority distinguishes operating revenues and expenses from non-operating items in the preparation of its financial statements. Operating revenues and expenses generally result from the Authority's principal operation of providing passenger transportation service. The principal operating revenues are passenger fares and the principal operating expenses are related to the delivery of passenger transportation.

The budget is prepared on a similar basis as the annual financial statements, with the following exceptions:

- The budget includes depreciation net of amortization of contributed capital, while the annual financial statements report gross depreciation. Amortization of contributed capital has been replaced in the annual financial statements by capital grant funding.
- The budget includes a resultant Surplus or Deficit, while the annual financial statement reports a Change in Net Position.
- The budget includes investment income in operating revenue, while the annual financial statements treat this item, and all other subsidies, as non-operating. Conversely, route guarantees classified as operating revenue commencing in Fiscal Year 2013 in the annual financial statements continue to be classified as an operating subsidy within the budget. Additionally, interest expense is treated as non-operating in the annual financial statements.
- The net actuarially determined other post-employment benefit (OPEB) obligation recognized under Governmental Accounting Standards Board (GASB) Statement No. 45 in 2008, which was replaced by GASB 75 and implemented by the Authority in Fiscal Year 2018, has been excluded from budgeted expenses. The expense impact of the annual unfunded pension liability change under GASB 68, implemented by the Authority in Fiscal Year 2015, is also excluded from budgeted expenses. Such costs are included in operating expenses in the annual financial statements. The OPEB is funded and budgeted on a pay-as-you-go basis, whereas pensions are funded and budgeted based on actuarially determined contributions calculated by an independent actuary.

Long-Range Planning

SEPTA continually assesses the consequences of national, state, and local demographic, economic, travel, and development trends for SEPTA's current and future operations, services, and capital projects. This assessment includes the evaluation of current and potential service levels in accordance with SEPTA's Annual Service Plan and the City Transit, Suburban Transit, and Regional Rail Service Standards and Processes. This assessment forms the backdrop for SEPTA's long-range planning and the basis for the five-year financial projections, which are included in the adopted budget for each fiscal year.

The five-year financial projection includes fare increases every three years and SEPTA anticipates the next fare increase will occur in Fiscal Year 2024. This, along with prudent oversight of expenditures, will facilitate balanced budgets in future years.

Asset Management

SEPTA has established an internal control structure to ensure that assets are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP). The Procurement, Supply Chain Management and Disadvantaged Business Enterprise Division is responsible for the purchase, lease, sale, and disposal of parts, equipment, supplies, repairs, and services utilized by the Authority. This includes the coordination and enforcement of federal, state, and local funding agency regulations for all approved capital expenditures. The principal areas of responsibility include compliance and support services, contract administration, purchasing, resource control, and production control. The specific function of this group is further defined in the departmental section of this budget document.

REVENUE POLICIES

Revenue Diversification

The Authority continues to explore areas for revenue diversification and enhancement to supplement passenger revenue and subsidies. Such enhancements shall include, but not be limited to, developing new business and community partnerships, expanding the advertising program, selling naming rights of transit stations, identifying opportunities to serve new markets, and pursuing parking initiatives to increase ridership and parking revenue.

Fees and Charges

The Authority's fare structure has been implemented in accordance with legislation established by the Legislature of the Commonwealth of Pennsylvania and applicable federal legislation. Changes to SEPTA's fare structure are subject to the guidelines established by this legislation, including a public hearing process.

One-time Revenues

The Authority has adopted a policy whereby it does not rely on one-time revenues to finance ongoing operations.

Unpredictable Revenues

Prior to the Covid-19 pandemic, there were no major revenue sources that the Authority believed to be unpredictable in nature. The Authority has adopted a policy whereby it does not rely on unpredictable revenues to finance ongoing operations. Because the recovery from the pandemic and its impact on operating revenue in Fiscal Year 2021 is so uncertain at this time, the CARES Act funding will help fulfill budget revenue shortfalls experienced next year.

EXPENDITURE POLICIES

Accountability

All divisions within SEPTA are expected to adhere to budgeted guidelines. Managers are held accountable for operating within their authorized budget.

The spending plan is based both on an assessment of ongoing needs to maintain existing service levels and to introduce new programs. Due to external constraints on the Authority's expense growth, expansion is limited to those programs exhibiting the highest degree of cost effectiveness and payback in future economies. Budgeting is done at the management center level and managers are provided with detailed variance reports on a monthly basis.

Numerous financial safeguards and controls are in place throughout the Authority to prevent wasteful or unnecessary spending. The Office of Innovation Department conducts assessments of various SEPTA operations and will recommend structural and process changes when deemed appropriate to ensure SEPTA operates as efficiently as possible. In addition, the Authority's Internal Audit Department and numerous outside agencies, many of whom supply SEPTA with funding, regularly audit the Authority.

The Authority has established a policy of comparing actual expenditures to budget on a monthly basis for both operating and capital expenditures. For capital expenditures, this reporting is handled by the Project Control section of the Strategic Initiatives Department. For operating expenditures, reporting is handled jointly by the Operating Budget and General Accounting Departments of the Finance Division. In addition, each operating and staff department is responsible for periodic reporting and analysis of expenditures. Actions to bring the budget into balance are implemented by the General Manager, with input from staff. Actions such as fare increases or significant service changes require Board approval.

Service Stabilization Accounts

The Authority has adopted a policy to maintain a prudent level of financial resources to protect against the need to reduce service levels or increase fares due to revenue/subsidy shortfalls and/or unanticipated one-time expenditures.

DESCRIPTION OF EXISTING DEBT AND DEBT SERVICE POLICIES

Revenue Refunding Bonds

The Revenue Refunding Bonds are limited obligations of the Authority and the principal and interest thereon are payable solely from the revenues received by the Authority from the Pennsylvania Consolidated Statutes, including all moneys distributed to the Authority from the Public Transportation Assistance (PTA) Fund created under Article XXIII of the Pennsylvania Tax Reform Code of 1971, as amended.

On July 18, 2007, the Governor of the Commonwealth of Pennsylvania signed into law Act No. 2007 – 44 ("Act 44"), which, effective July 1, 2007, among other things, (a) repealed 74 Pa C.S. Ch. 13 (which included Section 1310); and (b) provides, in pertinent part that, notwithstanding such repeal, (i) the PTA Fund shall continue to receive the revenue the PTA Fund was entitled to receive on June 30, 2007, (ii) despite the repeal of 74 Pa. C.S. Ch. 13 and, in particular, Section 1310, transit entities that have outstanding obligations shall continue to receive money from the PTA Fund calculated and paid in the same manner as was provided on June 30, 2007, and (iii) money remaining in the PTA Fund after amounts are disbursed as described in (ii) above shall be transferred monthly to the Public Transportation Trust Fund established under 74 Pa. C.S. Ch. 1506.

The Authority, as a transit entity under Act 44, will continue to receive amounts distributed from the PTA Fund that are calculated and paid in the same manner as was prescribed prior to the repeal of Section 1310.

On November 25, 2013, the Governor of the Commonwealth of Pennsylvania signed into law Act No. 2013 – 89 ("Act 89"), which increased available Capital funding for transportation commencing in FY 2014. Act 89 has no effect on the amounts that the Authority is otherwise entitled to receive under Act 44 for repayment of its Revenue Refunding Bond obligations.

The Authority's policy is to issue debt periodically to supplement federal and state grants in support of the Authority's capital plan. There are no requirements to establish legal debt limits.

In March 2007, the Authority issued $131.7 million of Variable Rate Revenue Refunding Bonds, Series of 2007. The net proceeds from the sale of the 2007 Bonds were used to currently refund the Authority's outstanding Special Revenue Bonds, Series of 1997 and to pay the premium for a debt service reserve fund insurance policy. The net proceeds of the 1997 bonds had been used to reimburse the Authority for a portion of the costs of certain capital projects; refund certain leases entered into by the Authority for a building and related equipment; pay the costs of certain capital projects and pay the premium for a debt service reserve fund insurance policy. In December 2012, the Authority converted the $97.95 million remaining outstanding principal amount of the 2007 bonds from the Daily Rate Mode to the Indexed Mode.

In October 2010, the Authority issued $222.5 million Revenue Refunding Bonds, Series of 2010 due in varying amounts through 2028, with annual interest rates ranging from 2% to 5%. The net proceeds from the sale of the 2010 Bonds, together with other funds of the Authority, were used to (a) currently refund the outstanding principal amount of the 1999 Special Revenue Bonds, Series A and Series B, (b) fund the termination payments and accrued amounts payable in connection with the termination of certain swap agreements and, (c) fund certain costs and expenses incurred in connection with the issuance and sale of the 2010 Bonds. The net proceeds of the 1999 Bonds had been used to finance a portion of the Market-Frankford subway-elevated line vehicle acquisition program; refinance a bridge loan for payment of a portion of the vehicle acquisition program; refund $73.2 million of the 1995A Bonds; reimburse the Authority for a portion of the costs of certain capital projects and pay a portion of the premium for a debt service reserve fund insurance policy.

On October 11, 2017, the Authority issued $59.97 million of Revenue Refunding Bonds, Series 2017 (the "2017 Bonds"). The 2017 Bonds are due in varying amounts with maturity dates of March 1, 2021 through and including March 1, 2028. The 2017 Bonds were issued at a premium and have yields ranging between 1.25% and 2.3%, and bear a 5% annual interest rate. The proceeds from the sale of the 2017 Bonds in the amount of $71.88 million were used to (a) advance refund a portion of the Authority's Revenue Refunding Bonds, Series of 2010 ("Refunded 2010 Bonds") in the aggregate principal amount of $65.84 million, and (b) fund certain costs and expenses incurred by the Authority in connection with the issuance and sale of the 2017 Bonds. Concurrently with the issuance of the 2017 Bonds, a portion of the proceeds along with other available moneys of the Authority, were irrevocably deposited into an escrow account pursuant to the terms of an Escrow Agreement and invested in Government Obligations, the maturing principal of and interest on which will be sufficient to pay the interest and principal on the Refunded 2010 Bonds as such payments become due. Upon the deposit of the funds for the advance refunding of the Refunded 2010 Bonds pursuant to the terms of the Escrow Agreement, the Refunded 2010 Bonds were deemed to no longer be outstanding under the Indenture.

On December 5, 2019, the Authority issued $17.825 million of Revenue Refunding Bonds, Series of 2019 (the "2019 Bonds"). The 2019 bonds are due in varying amounts with maturity dates of March 1, 2020 through and including March 1, 2028. The 2019 Bonds were issued at a premium and have yields ranging between 1.21% and 1.67%, and bear annual interest rates ranging from 3% to 5%. The proceeds from the sale of the 2019 Bonds in the amount of $20.58 million were used to (a) refund a portion of the Authority's Revenue Refunding Bonds, Series of 2010 ("Refunded 2010 Bonds") in the aggregate principal amount of $19.84 million, and (b) fund certain costs and expenses incurred by the Authority in connection with the issuance and sale of the 2019 Bonds. Concurrently with the issuance of the 2019 Bonds, a portion of the proceeds along with other available moneys of the Authority, were irrevocably deposited into an escrow account pursuant to the terms of an Escrow Agreement and invested in Government Obligations, the maturing principal of and interest on which will be sufficient to pay the interest and principal on the Refunded 2010 Bonds as such payments become due. Upon the deposit of the funds for the current refunding of the Refunded 2010 Bonds pursuant to the terms of the Escrow Agreement, the Refunded 2010 Bonds were deemed to no longer be outstanding under the Indenture.

Capital Grant Receipts Bonds

On August 16, 2011, the Authority issued $201.6 million of Capital Grant Receipts Bonds, Series 2011 due in varying amounts through 2029 with annual interest rates ranging from 3% to 5%. The net proceeds from the sale of the 2011 Capital Grant Receipts Bonds were used to (a) finance the acquisition of 116 Silverliner V Regional Railcars, (b) finance the rehabilitation of Wayne Junction Intermodal Facility, (c) fund a deposit to the Debt Service Reserve Fund, and (d) fund certain costs and expenses in connection with the issuance and sale of the 2011 Bonds.

The Capital Grant Receipts Bonds, Series 2011 are limited obligations of the Authority and are payable solely from and secured solely by (I) all amounts received by the Authority from the "Grant Receipts", (II) amounts on deposit in certain funds and accounts established under the Indenture, including investment earnings thereon, and (III) any and all other moneys and securities furnished from time to time to the Trustee by the Authority. Grant Receipts consist of all amounts received by the Authority after the date of issuance of the 2011 Bonds from its share of FTA Section 5337 State of Good Repair Funding, and for each Federal Fiscal Year thereafter. FTA Section 5337 State of Good Repair Funding is the successor to FTA Section 5309 Fixed Guideway Modernization Formula Funding.

On October 19, 2017, the Authority issued $102.30 million of Capital Grant Receipts Refunding Bonds, Series 2017 (Federal Transit Administration Section 5337 State of Good Repair Formula Program Funds), (the "2017 CGR Bonds"). The 2017 CGR Bonds are due in varying amounts with maturity dates of June 1, 2018, and June 1, 2022 through and including June 1, 2029. The 2017 CGR Bonds were issued with a premium and have yields ranging between 1.20% and 2.51%, and bear a 5% annual interest rate. The proceeds from the sale of the 2017 CGR Bonds in the amount of $123.07 million, together with other available moneys of the Authority, were used to (a) advance refund a portion of the Authority's Capital Grant Receipts Bonds, Series 2011 (Federal Transit Administration Section 5309 Fixed Guideway Modernization Formula Funds) (the "2011 Bonds"), in the aggregate principal amount of $110.45 million, and (b) fund certain costs and expenses incurred by the Authority in connection with the issuance and sale of the 2017 CGR Bonds. Concurrently with the issuance of the 2017 CGR Bonds, a portion of the proceeds of the 2017 CGR Bonds and other moneys of the Authority were irrevocably deposited into an escrow account pursuant to an Escrow Agreement and invested in Government Obligations, the maturing principal of and interest on which will be sufficient to pay the interest and principal on the Refunded 2011 Bonds as such payments become due. Upon the deposit of the funds for the advance refunding of the Refunded 2011 Bonds pursuant to the terms of the Escrow Agreement, the Refunded 2011 Bonds were deemed to no longer be outstanding under the Indenture.

On July 29, 2020, the Authority issued $97.23 million of Capital Grant Receipts Revenue Bonds, Series 2020 (Federal Transit Administration Section 5307 Urbanized Area Formula Funds), (the "2020 CGR Bonds"). The 2020 CGR Bonds are due in varying amounts with maturity dates of June 1, 2021, through and including June 1, 2032. The 2020 CGR Bonds were issued with a premium and have yields ranging between 0.41% and 1.43%, and bear a 5% annual interest rate. The proceeds from the sale of the 2020 CGR Bonds in the amount of $120.72 million, together with other available moneys of the Authority, were used to finance the acquisition of approximately 140 diesel-electric hybrid buses and related project costs, as well as payment of the cost of issuance for the 2020 CGR Bonds.

EB-5 Loan for New Payment Technology

On March 29, 2012, the Authority entered into an agreement with PIDC Regional Center LP XXVIII for a low cost, construction-like loan for an amount not to exceed $175 million to fund the SEPTA Key project. The SEPTA Key project is modernizing the Authority's fare payment system by allowing direct fare payment with a variety of contactless devices including debit cards, credit cards and smart phones. The loan was made available to SEPTA under guidelines of the U.S. Immigrant Investor Program, sponsored by the United States Citizenship and Immigration Services (USCIS). The loan had three separate tranches of $35 million, $75 million and $65 million and the final drawdown occurred on January 31, 2017. This was an interest only loan with a rate of 1.75% and maturities ranging between 5 and 6 years. The Authority repaid the first tranche principal amount of $35 million that matured on May 30, 2017. The Authority utilized Federal and State Grants with local match to repay the final two tranche amounts of $75 million and $65 million which were due on June 30, 2019 and July 1, 2019, respectively.

Energy Service Company "ESCO" Lease/Purchase Agreement

The Authority entered into a Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp on November 24, 2015. There are two tranches of debt; tranche 1 has a principal amount of $4.2 million, and an interest rate of 2.37% and a final maturity of June 1, 2026; and tranche 2 has a principal amount of $14.0 million, an interest rate of 3.2%, and a final maturity of June 1, 2033. The installed equipment will serve to reduce the Authority's energy consumption and the resultant annual operating savings are guaranteed by the ESCO to equal or exceed the annual debt service and other annual project-related expenses throughout the term of the agreement.

The Authority entered into a Master Equipment Lease/Purchase Agreement with PNC Equipment Finance, LLC on November 30, 2016. The total amount financed is $35.9 million, due in varying amounts through March 30, 2034 with an annual nominal interest rate of 2.83%. The equipment leased/purchased included the installation of various energy conservation measures through a third party agreement which will serve to reduce the Authority's energy consumption and operating expenses. The measures undertaken included the construction of a Combined Heat and Power Plant ("CHP") that will provide electricity to the Wayne Junction substation and Midvale bus maintenance facility, the installation of interior and exterior LED lighting upgrades to certain Authority owned buildings, and various other work to conserve energy. The resultant annual operating savings are guaranteed by the ESCO to equal or exceed the annual debt service payments and other annual project related expenses throughout the term of the agreement.

The Authority entered into a Master Equipment Lease/Purchase Agreement with Banc of America Public Capital Corp on July 30, 2019. The total amount financed is $12.8 million, due in varying amounts through February 1, 2037 with an annual interest rate of 2.969%. The equipment to be leased/purchased will include various energy conservation measures to reduce energy consumption at SEPTA's 1234 Market Street Headquarters. The resultant annual operating savings are guaranteed by the ESCO to equal or exceed the annual debt service and other annual project related expenses throughout the term of the agreement.

EB-5 Loan for Equipment and Infrastructure

On January 1, 2016, the Authority entered into an EB-5 loan agreement with Delaware Valley Regional Center, LLC, for an amount up to $300 million to partially finance various capital projects. On April 28, 2017, SEPTA borrowed $100 million under this agreement. This is an interest only loan with a rate of 2.0% and a maturity date of July 1, 2022. On November 1, 2017, the Authority borrowed an additional $90 million under this agreement. The loan bears an interest rate of 2.0% and will mature on November 1, 2022. On September 20, 2018 the Authority borrowed an additional $33 million under this agreement. The loan bears an interest rate of 2.0% and will mature on September 20, 2023. On March 11, 2019 the Authority borrowed an additional $14 million under this agreement. The loan bears an interest rate of 2.0% and will mature on March 11, 2024. On November 15, 2019 the Authority borrowed an additional $2.5 million under this agreement. The loan bears an interest rate of 2.0% and will mature on November 15, 2024. At this time, no additional EB-5 loan borrowings are anticipated under this agreement.

Revolving Line of Credit Agreement

On September 1, 2019, the Authority entered into a $100 million Revolving Line of Credit Agreement ("Committed Line of Credit Note") with PNC Bank, National Association, with an expiration date of August 31, 2020. The Note is unsecured and bears interest at the Daily Libor Rate plus a credit spread. The facility fee associated with the revolving line of credit varies depending upon the amount borrowed and outstanding during the one-year term. As of July 27, 2020, the Authority did not have an outstanding balance related to the Revolving Line of Credit.

On May 1, 2020, the Authority entered into a second $100 million Revolving Line of Credit Agreement ("Committed Line of Credit Note") with PNC Bank, National Association, with an expiration date of April 30, 2021. The Note is unsecured and bears interest at the Daily Libor Rate plus a credit spread. The facility fee associated with the revolving line of credit varies depending upon the amount borrowed and outstanding during the one-year term. As of July 27, 2020, the Authority did not have an outstanding balance related to the Revolving Line of Credit.

Debt Limit

The Authority does not have a debt limit, but must demonstrate the ability to repay prior to entering into a loan agreement or issuing bonds.

Debt Service

The Authority has three series of Revenue Refunding Bonds (issued in 2007, 2017 and 2019), and three series of Capital Grant Receipts Bonds (issued in 2011, 2017, and 2020) currently outstanding. In March 2012, the Authority entered into an EB-5 loan agreement to fund the SEPTA Key Project, which was repaid, and in January 2016 entered into a second EB-5 loan agreement to partially finance various capital projects. In November of both 2015 and 2016, and July of 2019, the Authority entered into "ESCO" Lease/Purchase Agreements.

Debt Service Requirements

Interest on the Series of 2007, Series of 2017, and Series of 2019 Revenue Refunding Bonds is payable semi-annually on March 1 and September 1, and interest on the Series 2011, Series 2017, and Series 2020 Capital Grant Receipts Bonds is payable semi-annually on December 1 and June 1. The aggregate debt service requirements for the Revenue Refunding Bonds and Capital Grant Receipts Bonds, the ESCO Agreements, and the EB-5 Loans, are summarized in the following tables:

Bond Debt Service Requirements
(Amounts in Thousands)

Fiscal Year	Interest*	Principal	Total
2021	$14,703	$36,940	$51,643
2022	13,640	37,690	51,330
2023	11,727	26,845	38,572
2024	10,405	28,180	38,585
2025	8,996	29,585	38,581
2026	7,517	31,060	38,577
2027	5,964	32,620	38,584
2028	4,333	32,995	37,328
2029	2,683	23,765	26,448
2030	1,495	9,485	10,980
2031	1,021	9,960	10,981
2032	523	10,455	10,978
TOTAL	**$83,007**	**$309,580**	**$392,587**

*Interest on the Series 2007 Bonds is a synthetic fixed rate of 4.706%

ESCO Debt Service Requirements
(Amounts in Thousands)

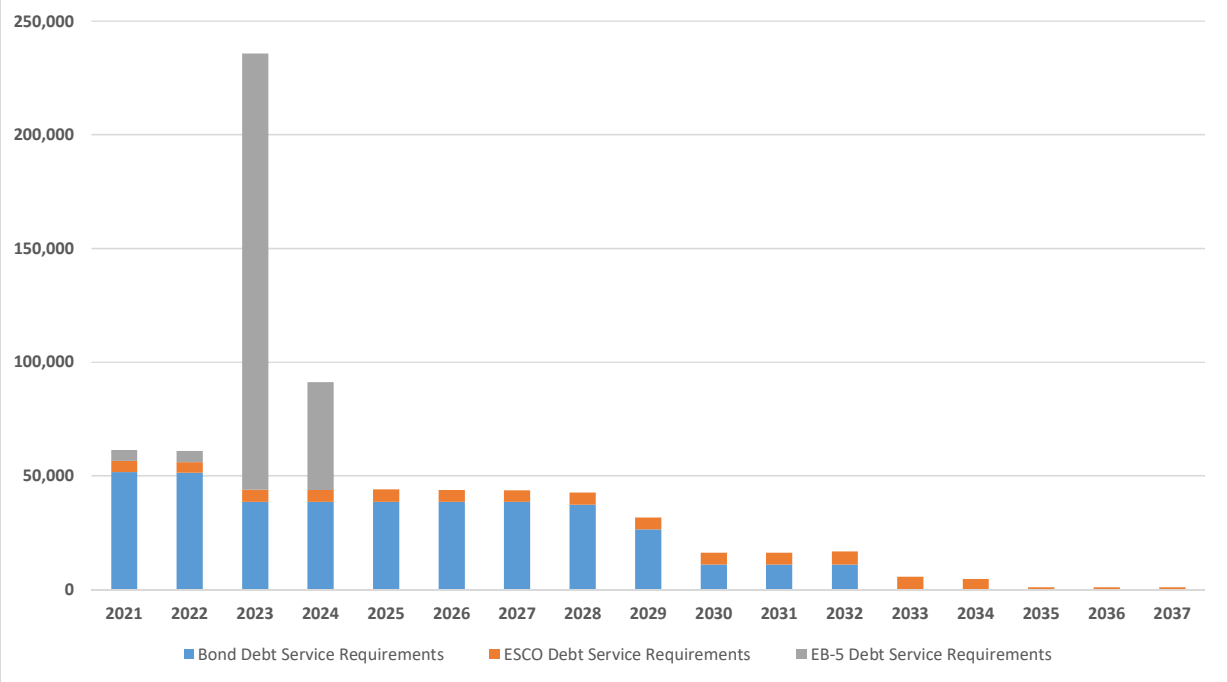
Fiscal Year	Interest	Principal	Total
2021	$1,960	$2,950	$4,910
2022	1,680	3,092	4,772
2023	1,588	3,734	5,322
2024	1,479	3,768	5,247
2025	1,368	4,103	5,471
2026	1,248	3,965	5,213
2027	1,136	3,943	5,079
2028	1,022	4,236	5,258
2029	899	4,318	5,217
2030	773	4,510	5,283
2031	642	4,594	5,236
2032	509	5,291	5,800
2033	355	5,281	5,636
2034	210	4,443	4,653
2035	82	963	1,045
2036	53	1,003	1,056
2037	23	1,043	1,066
TOTAL	**$15,027**	**$61,237**	**$76,264**

EB-5 Loan Debt Service Requirements
(Amounts in Thousands)

Fiscal Year	Interest	Principal	Total
2021	$4,790	-	$4,790
2022	4,790	-	4,790
2023	1,907	190,000	191,907
2024	468	47,000	47,468
2025	23	2,500	2,523
TOTAL	**$ 11,978**	**$ 239,500**	**$ 251,478**

A graph of the Authority's outstanding debt service requirements is illustrated below:

Outstanding Debt Service Requirements



Note: The EB-5 Loan for Equipment and Infrastructure matures in Fiscal Year 2023 and the Authority plans to refinance the amount due at this time.

STATEMENT OF CHANGES IN EQUITY

The comparative fiscal year Statement of Changes in Equity displays the Authority's change in contributed capital as well as the change in its accumulated operating deficit, including the fiscal year operating financial results on a balanced budget reporting basis. The equity amounts below exclude the post-employment benefit and unfunded pension obligations recognized under GASB 45, 75, and 68, respectively. Operating surpluses are reducing deficits accumulated in prior years.

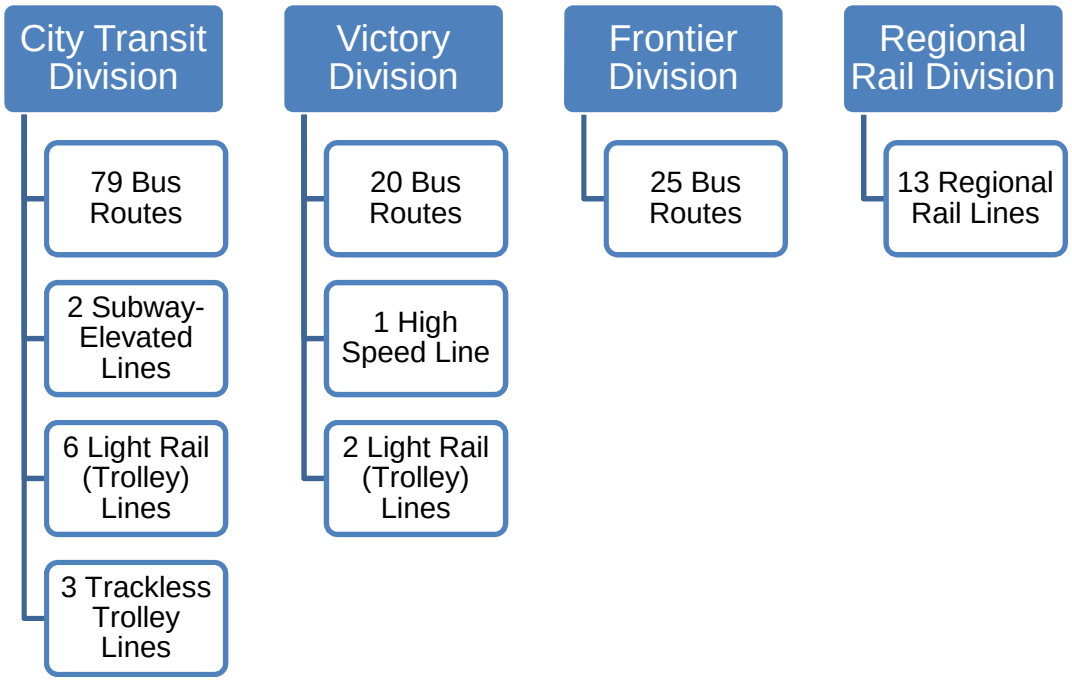
Statement of Changes in Equity
(Amounts in Thousands)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget
Contributed Capital:			
Balance at Beginning of Year	$ 3,793,831	$ 4,026,572	$ 4,105,072
Capitalized Grant Property	619,586*	479,112	536,817
Capitalized Grant Property - Retirements	(109,937)	(68,384)	(53,198)
Amortization	(386,845)	(400,612)	(424,375)
Amortization - Retirements	109,937	68,384	52,873
Contributed Capital Balance at End of Year	**$ 4,026,572**	**$ 4,105,072**	**$ 4,217,189**
Operating Surplus/(Deficit):			
Accumulated Operating Deficit, Beginning of Year	$ (184,134)	$ (182,054)	$ (180,858)
Operating Surplus	328	268	-
Unrealized Investment Gain/(Loss)	1,752	928	-
Operating Surplus/(Deficit) After Unrealized Investment Gain/(Loss)	**$ 2,080**	**$ 1,196**	**$ -**
Accumulated Operating Deficit, End of Year	**$ (182,054)**	**$ (180,858)**	**$ (180,858)**
Total Equity	**$ 3,844,518**	**$ 3,924,214**	**$ 4,036,331**

*Re-stated

5. Organizational Structure

The Pennsylvania General Assembly established the Southeastern Pennsylvania Transportation Authority (SEPTA) on February 18, 1964 to provide public transit services for Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties. Over the years, SEPTA acquired the assets of several private transportation operators to form four operating divisions. This distinction permits the efficient implementation of various collective bargaining agreements and the computation of local subsidies. Although the revenue and costs are logically accounted for separately, the operating and staff departments exist in a matrix structure and function as a cohesive unit beneath the following four broad operating divisions:



City Transit Division
SEPTA acquired the assets of the former Philadelphia Transportation Company in 1968, forming the current City Transit Division. The City Transit Division, which primarily serves the City of Philadelphia, operates 79 bus routes, 6 light rail (trolley) lines, 3 trackless trolley lines, and 2 subway-elevated lines.

Victory Division
The Victory Division, formerly known as the Philadelphia Suburban Transportation Company, serves Chester, Delaware, and Montgomery Counties. Also known as Red Arrow until 1970, SEPTA's Victory Division is comprised of 20 bus routes, 2 light rail (trolley) lines, and 1 high speed line.

Frontier Division
The Frontier Division consists of 25 bus routes serving Bucks, Chester, and Montgomery Counties. These routes formerly came under the auspices of several private operators including Schuylkill Valley Lines, which was acquired in 1976.

Regional Rail Division
The Regional Rail Division serves the City of Philadelphia, as well as Bucks, Chester, Delaware, and Montgomery Counties, with service to Newark, Delaware, and Trenton and West Trenton, New Jersey. The infrastructure and assets of regional rail were previously operated by the Pennsylvania and Reading Railroads. These regional rail lines were operated by Conrail from 1976 through 1982, and acquired by SEPTA in 1983.

5. Organizational Structure

SEPTA BOARD

SEPTA is governed by a Board consisting of fifteen Directors. The City of Philadelphia and the Counties of Bucks, Chester, Delaware, and Montgomery each appoint two members to the Board. The Pennsylvania Senate and House collectively appoint four members and the Governor of Pennsylvania appoints one representative.

OPERATING AND STAFF DEPARTMENTS

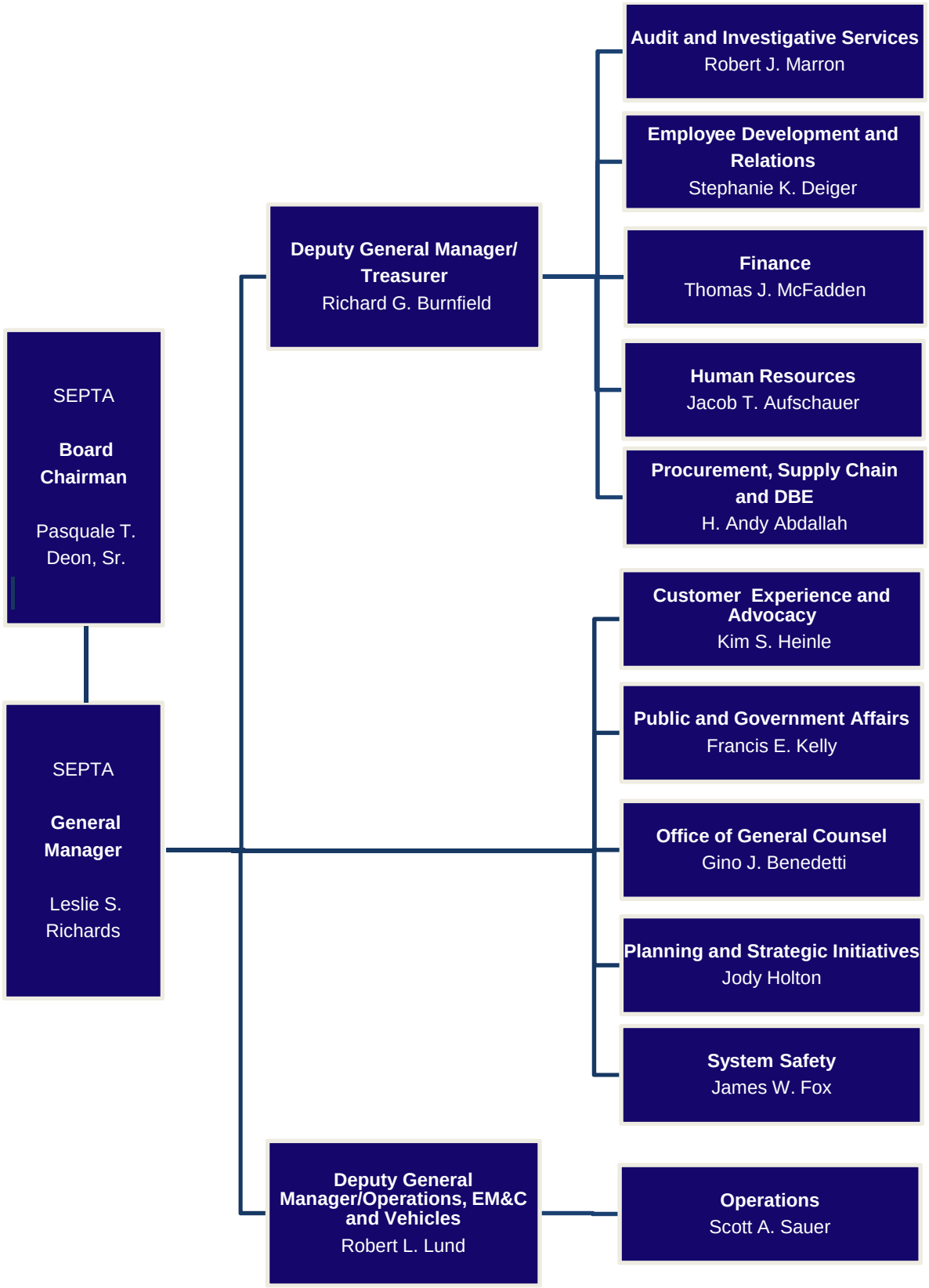
Corporate Staff Board Staff Executive Staff Office of the General Manager Deputy General Manager/Treasurer Admin. Deputy General Manager/Operations EM&C and Vehicles	**Audit and Investigative Services** Internal Audit Office of the Inspector General
Communications Communications and Website Management Fulfillment Services Graphic Services Print Services and Sign Shops	**Customer Experience and Advocacy** Administration Customer Development and Advocacy Consumer Market Research and Analysis Customer Service Center
Deputy General Manager/Operations, EM&C and Vehicles DGM Direct Reports Vehicle Engineering Strategic Initiatives Real Estate	**Employee Development/Relations** Administration Career Resource Connection EEO/AA and Employee Relations Labor Relations Training and Development
Engineering, Maintenance and Construction Maintenance of Way Bridges and Buildings	**Finance** Finance Administration Capital Budget and Grant Development Financial Services General Accounting Operating Budget Payroll Revenue, Ridership, Advertising and Sales
Human Resources Administration Employee Medical Services Compensation/HRIS Employee Business Services Recruitment Employee Benefit Services	**Information Technology** Administration Emerging and Specialty Technologies Project Services Technical Services Network Services
New Payment Technologies	**Office of General Counsel** Administration Claims Corporate and Business Operations Video and Intake Operations Litigation Corporate Litigation Risk Management

5. Organizational Structure

OPERATING AND STAFF DEPARTMENTS

Operations Administration and Analysis Customized Community Transportation Rail Transportation – Regional Rail AGM Staff Control Center - Transit Rail Transportation – Subway/Elevated Surface Transportation Vehicle Equipment Maintenance	**Planning and Strategic Initiatives** Administration Office of Innovation Service Planning Strategic Planning
Procurement, Supply Chain and Disadvantaged Business Enterprise (DBE) Administration Contract Administration Disadvantaged Business Enterprise Program Procurement and Supply Chain Management	**Public and Government Affairs** Administration Media Relations Marketing and Promotions Government and Community Relations
Revenue Operations Administration Revenue Transportation and Collections Revenue Services Revenue Equipment Maintenance Revenue Compliance Railroad Revenue and Parking	**System Safety** System Safety Construction Safety
Transit Police Administration Office of Professional Responsibility Patrol Bureau Special Operations Bureau	

5. Organizational Structure
Corporate Team Organization Chart
(To Assistant General Manager level)



Consolidated
6. Three Year Comparison Fiscal Years 2019-2021

Amounts in thousands ('000)	FY 2019 Actual	FY 2020 Actual*	FY 2021 Budget	FY 2021 versus FY 2020
REVENUE				
Passenger Revenue	$ 457,709	$ 349,307	$ 480,574	$ 131,267
Shared Ride Program	15,992	12,609	16,250	3,641
Other Income	41,017	38,463	42,188	3,725
Investment Income	3,229	3,067	2,756	(311)
TOTAL OPERATING REVENUE	**$ 517,947**	**$ 403,446**	**$ 541,768**	**$ 138,322**
EXPENSES				
Labor and Fringe Benefits	$ 1,008,830	$ 1,000,499	$ 1,088,773	$ 88,274
Materials and Services	301,920	285,070	331,432	46,362
Injury and Damage Claims	16,490	36,684	24,711	(11,973)
Propulsion Power	29,807	25,440	27,313	1,873
Fuel	27,816	25,565	26,026	461
Vehicle and Facility Rental	6,376	9,073	8,854	(219)
OPERATING EXPENSE	**$ 1,391,239**	**$ 1,382,331**	**$ 1,507,109**	**$ 124,778**
Depreciation/Contributed Capital	$ 20,127	$ 21,127	$ 23,875	$ 2,748
TOTAL EXPENSES	**$ 1,411,366**	**$ 1,403,458**	**$ 1,530,984**	**$ 127,526**
DEFICIT BEFORE SUBSIDY	**$ (893,419)**	**$ (1,000,012)**	**$ (989,216)**	**$ 10,796**
OPERATING SUBSIDY				
Federal	$ 83,409	$ 152,837	$ 93,028	$ (59,809)
State	705,688	738,161	779,842	41,681
Local	100,665	105,107	111,986	6,879
Other	3,985	4,175	4,360	185
TOTAL SUBSIDY	**$ 893,747**	**$ 1,000,280**	**$ 989,216**	**$ (11,064)**
SURPLUS/(DEFICIT)	**$ 328**	**$ 268**	**$ -**	**$ (268)**

*Operating Revenue decrease *in FY 2020 was due to the impact of Covid-19 on the region and ridership commencing in mid-March. Expenses were much lower due to savings initiatives implemented that included service reductions, hiring freeze, and restrictions on overtime and other expenditures. Eligible CARES Federal Act subsidies of $66.6 million was recognized in Fiscal Year 2020.*

City Transit Division
6. Three Year Comparison Fiscal Years 2019-2021

Amounts in thousands ('000)	FY 2019 Actual	FY 2020 Actual*	FY 2021 Budget	FY 2021 versus FY 2020
REVENUE				
Passenger Revenue	$ 284,823	$ 217,153	$ 295,056	$ 77,903
Shared Ride Program	15,992	12,609	16,250	3,641
Other Income	24,417	23,067	24,898	1,831
Investment Income	1,675	1,567	1,428	(139)
TOTAL OPERATING REVENUE	**$ 326,907**	**$ 254,396**	**$ 337,632**	**$ 83,236**
EXPENSES				
Labor and Fringe Benefits	$ 678,376	$ 675,360	$ 736,814	$ 61,454
Materials and Services	158,741	145,865	167,739	21,874
Injury and Damage Claims	9,355	15,332	17,937	2,605
Propulsion Power	11,128	9,598	10,394	796
Fuel	21,380	19,645	19,980	335
Vehicle and Facility Rental	4,908	6,387	5,933	(454)
OPERATING EXPENSE	**$ 883,888**	**$ 872,187**	**$ 958,797**	**$ 86,610**
Depreciation/Contributed Capital	$ 14,222	$ 14,400	$ 17,454	$ 3,054
TOTAL EXPENSES	**$ 898,110**	**$ 886,587**	**$ 976,251**	**$ 89,664**
DEFICIT BEFORE SUBSIDY	**$ (571,203)**	**$ (632,191)**	**$ (638,619)**	**$ (6,428)**
OPERATING SUBSIDY				
Federal	$ 26,097	$ 69,644	$ 30,076	$ (39,568)
State	475,722	490,864	529,972	39,108
Local	68,269	70,615	77,216	6,601
Other	1,338	1,248	1,355	107
TOTAL SUBSIDY	**$ 571,426**	**$ 632,371**	**$ 638,619**	**$ 6,248**
SURPLUS/(DEFICIT)	**$ 223**	**$ 180**	**$ -**	**$ (180)**

*See explanation on page 37.

Victory Division
6. Three Year Comparison Fiscal Years 2019-2021

Amounts in thousands ('000)	FY 2019 Actual	FY 2020 Actual*	FY 2021 Budget	FY 2021 versus FY 2020
REVENUE				
Passenger Revenue	$ 25,077	$ 19,923	$ 25,982	$ 6,059
Shared Ride Program	-	-	-	-
Other Income	2,930	2,875	3,321	446
Investment Income	57	69	64	(5)
TOTAL OPERATING REVENUE	**$ 28,064**	**$ 22,867**	**$ 29,367**	**$ 6,500**
EXPENSES				
Labor and Fringe Benefits	$ 75,848	$ 75,571	$ 81,943	$ 6,372
Materials and Services	20,294	17,747	22,049	4,302
Injury and Damage Claims	661	2,533	1,094	(1,439)
Propulsion Power	1,256	1,086	1,233	147
Fuel	3,582	3,320	3,311	(9)
Vehicle and Facility Rental	179	273	263	(10)
OPERATING EXPENSE	**$ 101,820**	**$ 100,530**	**$ 109,893**	**$ 9,363**
Depreciation/Contributed Capital	$ 222	$ 231	$ 313	$ 82
TOTAL EXPENSES	**$ 102,042**	**$ 100,761**	**$ 110,206**	**$ 9,445**
DEFICIT BEFORE SUBSIDY	**$ (73,978)**	**$ (77,894)**	**$ (80,839)**	**$ (2,945)**
OPERATING SUBSIDY				
Federal	$ 3,393	$ 8,929	$ 3,344	$ (5,585)
State	61,417	60,001	67,396	7,395
Local	9,199	8,988	10,099	1,111
Other	-	-	-	-
TOTAL SUBSIDY	**$ 74,009**	**$ 77,918**	**$ 80,839**	**$ 2,921**
SURPLUS/(DEFICIT)	**$ 31**	**$ 24**	**$ -**	**$ (24)**

See explanation on page 37

Frontier Division
6. Three Year Comparison Fiscal Years 2019-2021

Amounts in thousands ('000)	FY 2019 Actual	FY 2020 Actual*	FY 2021 Budget	FY 2021 versus FY 2020
REVENUE				
Passenger Revenue	$ 6,443	$ 4,986	$ 6,616	$ 1,630
Shared Ride Program	-	-	-	-
Other Income	764	792	978	186
Investment Income	17	19	18	(1)
TOTAL OPERATING REVENUE	**$ 7,224**	**$ 5,797**	**$ 7,612**	**$ 1,815**
EXPENSES				
Labor and Fringe Benefits	$ 27,659	$ 27,687	$ 29,575	$ 1,888
Materials and Services	4,385	4,201	4,940	739
Injury and Damage Claims	120	462	340	(122)
Propulsion Power	-	-	-	-
Fuel	2,371	2,178	2,189	11
Vehicle and Facility Rental	57	86	83	(3)
OPERATING EXPENSE	**$ 34,592**	**$ 34,614**	**$ 37,127**	**$ 2,513**
Depreciation/Contributed Capital	$ 52	$ 53	$ 72	$ 19
TOTAL EXPENSES	**$ 34,644**	**$ 34,667**	**$ 37,199**	**$ 2,532**
DEFICIT BEFORE SUBSIDY	**$ (27,420)**	**$ (28,870)**	**$ (29,587)**	**$ (717)**
OPERATING SUBSIDY				
Federal	$ 1,225	$ 3,237	$ 1,197	$ (2,040)
State	22,236	21,737	24,119	2,382
Local	3,332	3,258	3,616	358
Other	638	648	655	7
TOTAL SUBSIDY	**$ 27,431**	**$ 28,880**	**$ 29,587**	**$ 707**
SURPLUS/(DEFICIT)	**$ 11**	**$ 10**	**$ -**	**$ (10)**

*See explanation on page 37

Regional Rail Division
6. Three Year Comparison Fiscal Years 2019-2021

Amounts in thousands ('000)	FY 2019 Actual	FY 2020 Actual*	FY 2021 Budget	FY 2021 versus FY 2020
REVENUE				
Passenger Revenue	$ 141,366	$ 107,245	$ 152,920	$ 45,675
Shared Ride Program	-	-	-	-
Other Income	12,906	11,729	12,991	1,262
Investment Income	1,480	1,412	1,246	(166)
TOTAL OPERATING REVENUE	**$ 155,752**	**$ 120,386**	**$ 167,157**	**$ 46,771**
EXPENSES				
Labor and Fringe Benefits	$ 226,947	$ 221,881	$ 240,441	$ 18,560
Materials and Services	118,500	117,257	136,704	19,447
Injury and Damage Claims	6,354	18,357	5,340	(13,017)
Propulsion Power	17,423	14,756	15,686	930
Fuel	483	422	546	124
Vehicle and Facility Rental	1,232	2,327	2,575	$ 248
OPERATING EXPENSE	**$ 370,939**	**$ 375,000**	**$ 401,292**	**$ 26,292**
Depreciation/Contributed Capital	$ 5,631	$ 6,443	$ 6,036	$ (407)
TOTAL EXPENSES	**$ 376,570**	**$ 381,443**	**$ 407,328**	**$ 25,885**
DEFICIT BEFORE SUBSIDY	**$ (220,818)**	**$ (261,057)**	**$ (240,171)**	**$ 20,886**
OPERATING SUBSIDY				
Federal	$ 52,695	$ 71,027	$ 58,411	$ (12,616)
State	146,313	165,559	158,355	(7,204)
Local	19,864	22,246	21,055	(1,191)
Other	2,009	2,279	2,350	71
TOTAL SUBSIDY	**$ 220,881**	**$ 261,111**	**$ 240,171**	**$ (20,940)**
SURPLUS/(DEFICIT)	**$ 63**	**$ 54**	**$ -**	**$ (54)**

*See explanation on page 37.

7. Financial Projections Summary of Assumptions

Passenger Revenue Pre-Covid, passenger revenue was expected to grow by 1% per year, except in Fiscal Year 2024, when the next scheduled fare increase will take effect.

Shared Ride Program This revenue category was forecasted to grow by approximately 1% each year over the five-year period.

Other Income The Other Income category was expected to increase by 1% annually when compared to the Fiscal Year 2021 budget. Income that is generated primarily from investments, real estate rentals, scrap sales, property damage recoveries, advertising, and parking lot fees are reflected in this category.

Expenses The overall expense growth rate is approximately 3% annually with fringe benefits expected to grow at a slightly higher rate due to the increased cost of healthcare. The other expense categories anticipate third party supplier's price increases.

Subsidy The subsidy categories reflect the anticipated funding levels of the Federal, State, and required local match needed to balance the operating budget in Fiscal Year 2021 and beyond. Due to scheduled fare increases in Fiscal Years 2021 and 2024, the subsidy growth rate is lower in those years as compared to years with no increases.

Note*:* The 5-year Operating Budget projection was prepared prior to the Covid-19 pandemic. The uncertainties surrounding the economic recovery of the region on operating revenue and subsidies are expected to result in actual results that are likely to differ significantly from the baseline projection presented.

7. Financial Projections of Consolidated Budget

Amounts in thousands ('000)	Budget FY 2021 fare increase	Projection FY 2022	FY 2023	FY 2024 fare increase	FY 2025	FY 2026
REVENUE						
Passenger Revenue	$ 480,574	$ 485,380	$ 490,234	$ 515,234	$ 520,386	$ 525,590
Shared Ride Program	16,250	16,413	16,577	16,742	16,910	17,079
Other Income	44,944	45,393	45,847	46,306	46,769	47,237
TOTAL OPERATING REVENUE	**$ 541,768**	**$ 547,186**	**$ 552,658**	**$ 578,282**	**$ 584,065**	**$ 589,906**
EXPENSES						
Labor and Fringe Benefits	$ 1,088,773	$ 1,124,230	$ 1,158,028	$ 1,192,943	$ 1,229,017	$ 1,266,293
Materials and Services	331,432	339,718	349,060	358,659	368,522	378,657
Injury and Damage Claims	24,711	25,452	26,216	27,002	27,812	28,647
Propulsion Power	27,313	27,859	28,416	28,985	29,564	30,156
Fuel	26,026	26,807	27,745	28,716	29,721	30,761
Other Expenses (Incl. Depreciation)	32,729	33,384	34,051	34,732	35,427	36,135
TOTAL EXPENSES	**$ 1,530,984**	**$ 1,577,450**	**$ 1,623,516**	**$ 1,671,037**	**$ 1,720,063**	**$ 1,770,649**
DEFICIT BEFORE SUBSIDY	**$ (989,216)**	**$ (1,030,264)**	**$ (1,070,858)**	**$ (1,092,755)**	**$ (1,135,998)**	**$ (1,180,743)**
OPERATING SUBSIDY						
Federal	93,028	93,047	93,804	94,588	95,378	96,337
State	779,842	815,485	848,924	867,281	904,181	942,239
Local	111,986	117,328	123,682	126,394	131,902	137,585
Other	4,360	4,404	4,448	4,492	4,537	4,582
TOTAL SUBSIDY	**$ 989,216**	**$ 1,030,264**	**$ 1,070,858**	**$ 1,092,755**	**$ 1,135,998**	**$ 1,180,743**
SURPLUS/(DEFICIT)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

8. Annual Service Plan Overview

Normally SEPTA would prepare an Annual Service Plan that describes service proposals suggested by the public, government agencies, elected officials and Authority staff, and present the technical and financial analyses that determines whether the proposals merit implementation. Because of the COVID-19 emergency and the pending Comprehensive Bus Network Redesign (CBNR), the Annual Service Plan was cancelled for this fiscal year. Instead, the supporting information normally included with the plan was provided in the *FY 2021 Service Update*. An *FY 2021 Route Performance Evaluation Report* was also prepared. Both reports are expected to be released on the SEPTA website soon. This document is a product of the FY 2020 changes to SEPTA's *Service Standards and Process*. It shows route-by-route performance for transit routes against two primary metrics; Passengers per Revenue Hour and Cost per Passenger.

8. Revenue Assumptions By Category

SEPTA receives revenue from several different sources. These can generally be categorized as revenues derived from operations and those obtained from government grants. Government operating assistance grants are classified as Operating Subsidy and discussed in the Operating Subsidy Section of this document. Operating Revenue is comprised of four major elements: passenger revenue, shared ride program, other income, and investment income. Just as the last 4-months of Fiscal Year 2020 operating revenue line items were negatively impacted by the pandemic, we expect the full Fiscal Year 2021 baseline budget that was prepared pre-Covid to be negatively impacted as well as the region continues to address the challenges of the Covid pandemic. The Authority plans to continue to carefully manage its operating expenses and align service to match ridership requirements while using eligible CARES Act funding to help fill budget revenue shortfalls.

Passenger Revenue

The Fiscal Year 2021 Operating Budget Proposal for passenger revenue is $480.6 million and assumed a 2.8% pre-Covid growth in revenue from the prior year budget driven by a scheduled fare increase which has since been delayed until at least January 1, 2021 due to the pandemic.

Shared Ride Program

SEPTA assumed responsibility for the operation of the state funded Shared Ride Program in the City of Philadelphia during Fiscal Year 1993. This year, pre-Covid revenue was budgeted at $16.3 million or 2.7% higher than the FY 2020 budget due to a slight increase in program ridership. The program is funded through the State Lottery, funds from the Philadelphia Corporation for the Aging, and Shared Ride fares. The Fiscal Year 2021 budget assumed a total of 599,000 Shared Ride trips.

Other Income

Other income includes real estate rental income, parking lot fees, and advertising income. Pre-Covid, total projected revenue for this category was $42.2 million.

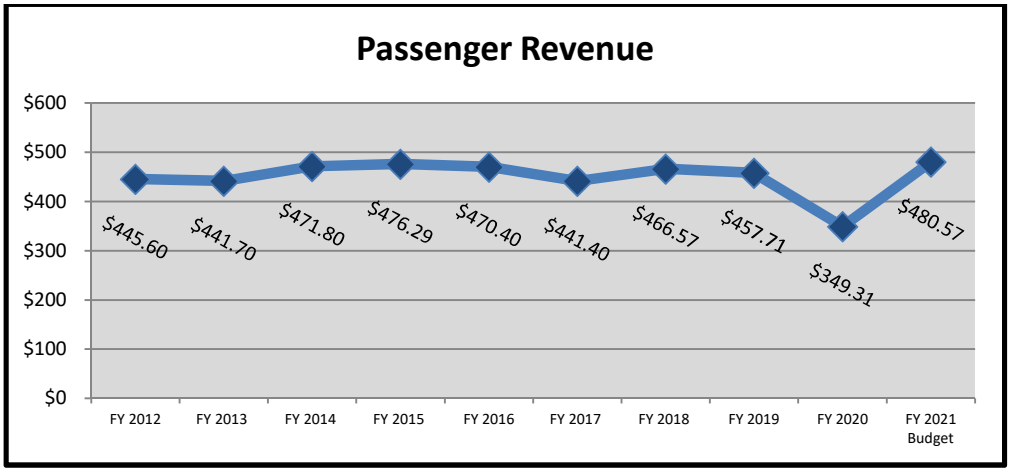
Investment Income

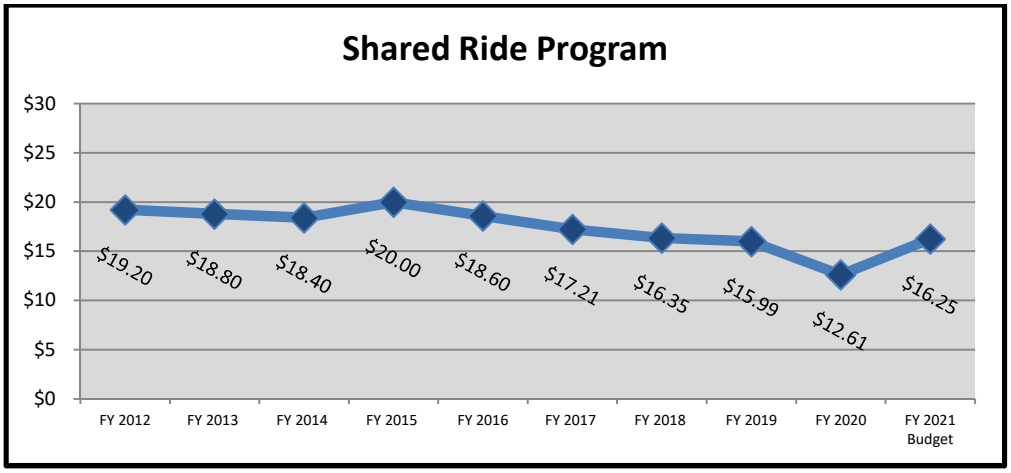
Investment income is budgeted at $2.8 million for Fiscal Year 2021. Investment income results are correlated directly to financial market conditions and projected fund balances.

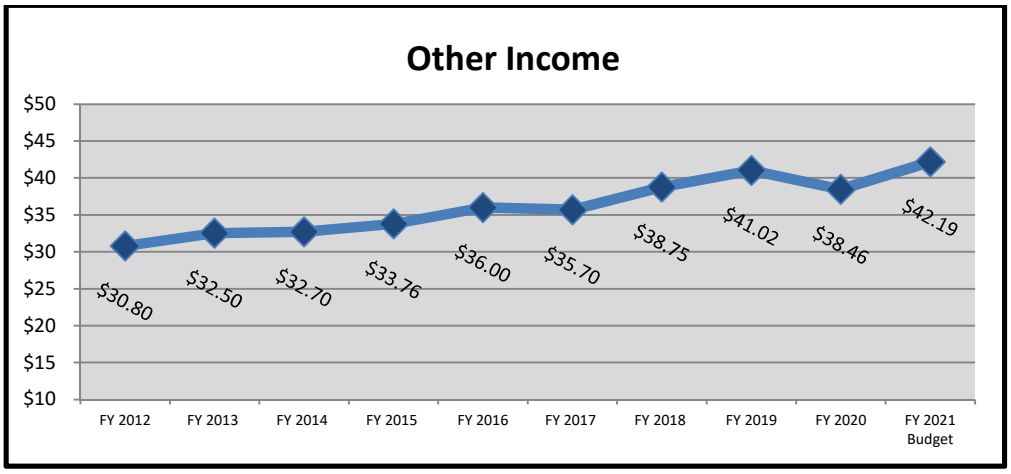
8. Ten Year Revenue Trends

The Authority analyzes a number of factors that affect the Operating Revenue budget. This includes an examination of national, state, and local demographic, economic, travel, and development trends. In addition, SEPTA evaluates current and projected service levels and other factors affecting ridership and revenue levels. Finally, the Authority considers historical trends in major revenue categories, as illustrated in the following charts:

Amounts in Millions



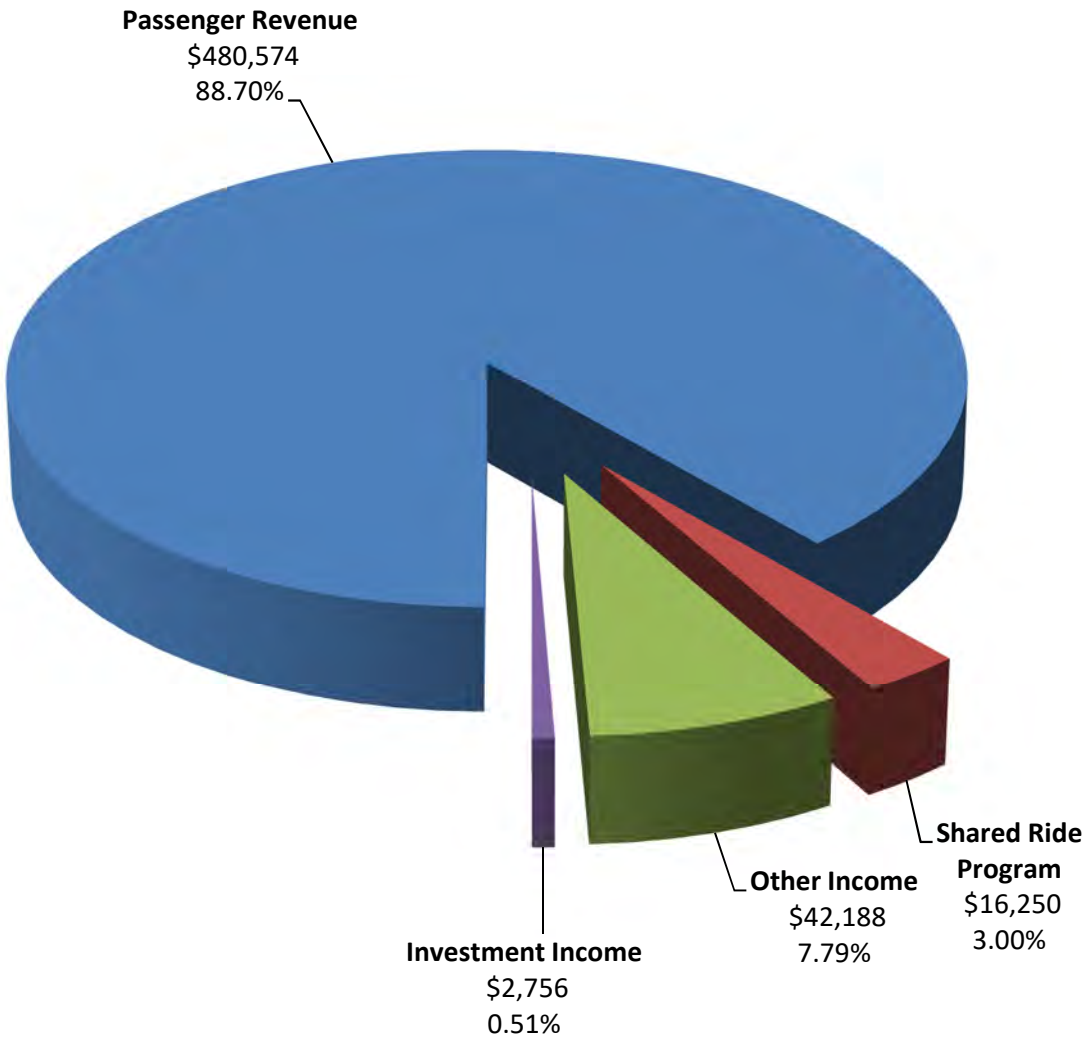




Note: FY 2020 results above were negatively impacted by the Covid-19 pandemic and the impact on the region. FY 2021 represents a pre-Covid baseline budget.

TOTAL OPERATING REVENUE = $541,768

In Thousands



9. Subsidy Allocation and Detail

Introduction

Total subsidies in the Fiscal Year 2021 Operating Budget represent $989.2 million and include the following categories: Federal, State, Local, and Other.

Assumptions

Federal

The Federal Government's role in providing operating assistance has steadily declined. In Fiscal Year 1980, Federal Subsidy covered 18.8% of SEPTA's operating expenses. For Fiscal Year 2021, the total Federal Subsidy of $93.0 million covers only 6.1% of the total budgeted operating expense. The source of this subsidy is Federal Preventive Maintenance funds in the amount of $36.6 million, Federal Capital Lease Subsidy in the amount of $47.3 million, and Federal Capital Debt Service Subsidy of $9.1 million.

State

On July 18, 2007, Act 44 of 2007 was signed into law by former Pennsylvania Governor Ed Rendell, and was intended to provide a long term funding solution for public transportation agencies throughout the Commonwealth of Pennsylvania. This legislation created the Pennsylvania Public Transportation Trust Fund (PTTF) which provides SEPTA and public transportation providers throughout the Commonwealth with dedicated annual funding for operating expenses. The Trust Fund is funded by 4.4% of state sales tax receipts and the proceeds from bonds issued by the Pennsylvania Turnpike Commission.

In November of 2013, the State Legislature passed Act 89. This legislation significantly increased funding for SEPTA's Capital Program, allowing SEPTA to address its backlog of unfunded capital projects.

SEPTA and other Pennsylvania transit agencies are allocated state funds as determined by the following formula:

State Allocation Formula

Allocation Category	Allocation Percent
Number of Passengers	**25%**
Number of Senior Citizen Passengers	**10%**
Revenue Vehicle Hours	**35%**
Revenue Vehicle Miles	**30%**
Total	**100%**

Operating assistance is provided through Section 1513 of the Trust Fund. In addition, the Commonwealth of Pennsylvania provides state funds for capital lease costs and debt service. SEPTA's debt service expenses and some lease costs are funded through the Capital Program of the Pennsylvania Public Transportation Trust Fund. The remaining leases are funded through Federal Capital Lease Subsidy and Federal Capital Debt Service Subsidy.

Local

The local operating subsidy amount is budgeted at the level of 15% of the operating assistance portion (Section 1513) of the Trust Fund grant. This is a requirement for SEPTA to receive its full allocation from this state grant. The local subsidy requirement for each of SEPTA's funded divisions (City Transit, Victory, Frontier, and Regional Rail) is determined by the relative deficits before subsidy in each division as adjusted for Route Guarantees and Lease and Debt Service payments.

Within each funded division, the percentage of the local subsidy required from each county is shown in the table below:

Local Operating Subsidy by County

	City Transit	Victory	Frontier	Regional Rail
Bucks	0.27%	0.00%	37.00%	5.90%
Chester	0.00%	2.00%	17.00%	4.30%
Delaware	0.00%	86.00%	0.00%	8.80%
Montgomery	0.25%	12.00%	46.00%	11.00%
Philadelphia	99.48%	0.00%	0.00%	70.00%
Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**

9. Subsidy Allocation and Detail

The operating budget also makes an allowance within the standard formula, shown on the previous page, to properly accommodate the four county utilization of SEPTA's Suburban Paratransit Service operated from the Victory Division. A usage-based allocation formula has been established within the Victory Division for suburban county ADA service. Each suburban county is billed based on the actual ADA Paratransit service used. The prospective utilization for Fiscal Year 2021 is as follows:

Suburban Paratransit Usage by County	
Bucks	15%
Chester	9%
Delaware	48%
Montgomery	28%
Total	**100%**

The City of Philadelphia also provides local match for the ADA Paratransit services as part of the City Transit Division match formula.

Route Guarantee

Route Guarantee Subsidies are payments made under separate agreements between SEPTA and various local entities to fully fund the deficits generated by service extensions implemented by specific request. The Fiscal Year 2021 Route Guarantee Subsidy in the City Transit Division includes a University City partnership between Penn Health Systems, the University of the Sciences, and Children's Hospital, which continues the "LUCY" (Loop through University City) circulator.

In the Frontier Division, the Bucks County Transit Improvement Project (TIP) was implemented in Fiscal Year 2001. It represented the restructuring of six routes with funding provided through a separate agreement with the county. Routes 127, 128, 129, and 130 are guaranteed under this agreement.

An agreement with the Delaware Transit Corporation provides for Regional Rail service to Wilmington and Newark, Delaware as an extension of the Wilmington/Newark Line.

9. Service Stabilization Fund

Prior to passage of Act 44 in July 2007, former Pennsylvania Governor Ed Rendell established the Transportation Funding and Reform Commission. The Commission identified future operating and capital funding needs for highways and transit. Act 44 represented a major milestone for transit funding in the Commonwealth of Pennsylvania. The intent of this legislation was to create a long term funding source which was stable, predictable, and with growth potential.

Until Act 44 passed, the majority of state operating subsidies were subject to the annual budget appropriations process. During the decade prior to Act 44, growth in operating subsidies was very limited. SEPTA, along with all public transit agencies in the Commonwealth, experienced very difficult challenges in balancing their operating budgets. In a number of years, SEPTA proposed significant fare increases and severe service reductions as initial measures to balance the Authority's budget. These drastic measures were frequently diffused by eleventh hour, one-time actions.

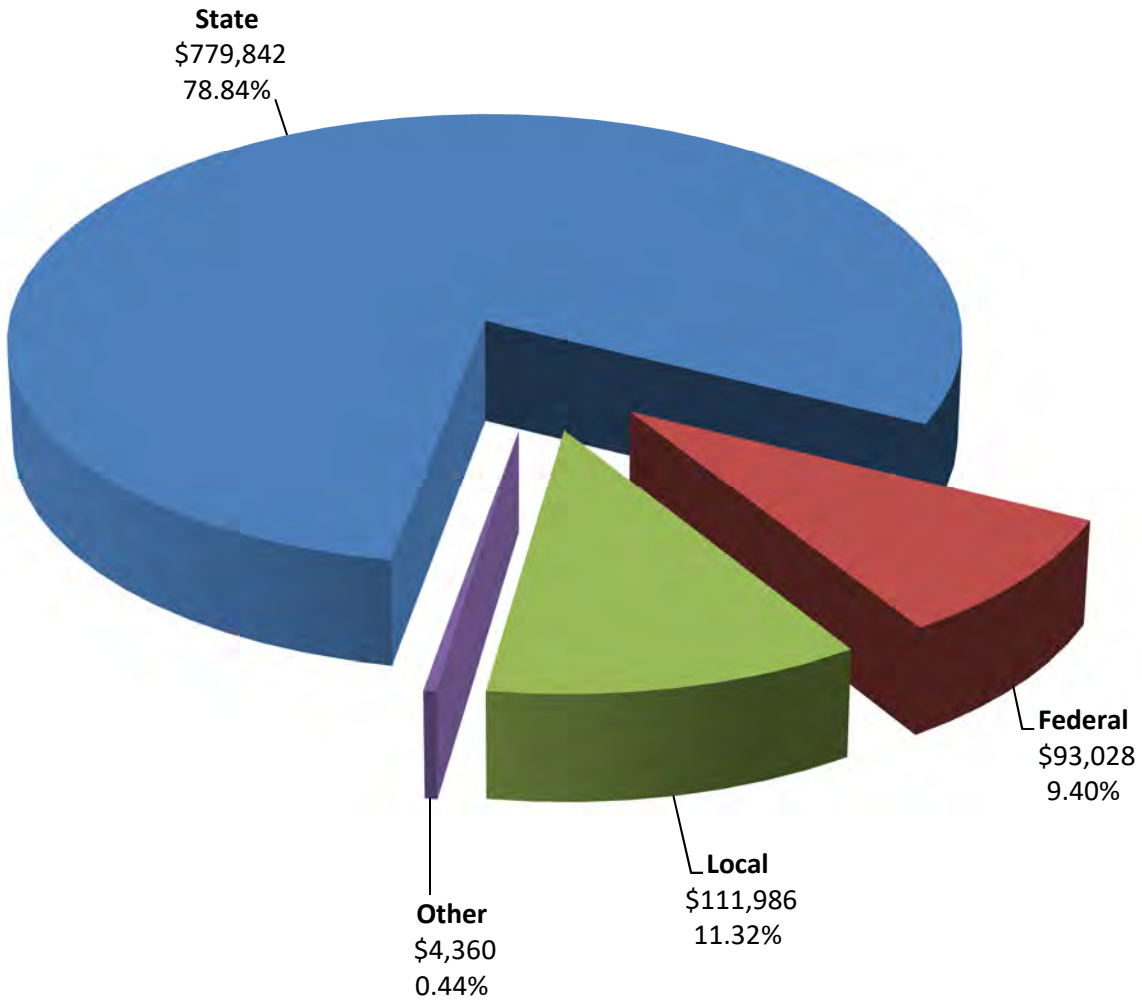
The Act 44 and Act 89 funding programs are intended to provide a long-term funding solution. It is critically important for SEPTA to be prudent with the use of these subsidy funds to ensure that this objective is achieved. The Service Stabilization Fund is necessary to: 1) ensure long-term fiscal stability for SEPTA's operating budget; 2) prevent a future budget crisis; and 3) maintain service levels. Based on future projected growth in state funding and the projected growth in SEPTA's operating expenses and revenues, there will be fiscal years in which the growth in expenses will exceed the growth in state funding. In those years, the Service Stabilization Fund will be used to balance the operating budget avoiding substantial fare increases and/or service cuts.

9. Detail of Subsidies

	Amounts in thousands ('000)				
	City Transit	Victory	Frontier	Regional Rail	Total SEPTA
Federal					
Preventive Maintenance	$ 25,347	$ 3,344	$ 1,197	$ 6,712	$ 36,600
Capital Lease Subsidy	-	-	-	47,332	47,332
Debt Service Subsidy	4,729	-	-	4,367	9,096
Subtotal Federal	**$ 30,076**	**$ 3,344**	**$ 1,197**	**$ 58,411**	**$ 93,028**
State					
Operating Subsidy - (Section 1513)	$ 510,256	$ 67,309	$ 24,099	$ 135,125	$ 736,789
Lease Cost Subsidy - (Section 1514)	679	64	20	165	928
Debt Service Subsidy - (Section 1514)	17,893	23	-	10,556	28,472
Match - Capital Lease Subsidy - (Section 1514)	-	-	-	11,452	11,452
Match - Capital Debt Service Subsidy- (Section 1514)	1,144	-	-	1,057	2,201
Subtotal State	**$ 529,972**	**$ 67,396**	**$ 24,119**	**$ 158,355**	**$ 779,842**
Local (Please see subsequent pages for Detail by County)	**$ 77,216**	**$ 10,099**	**$ 3,616**	**$ 21,055**	**$ 111,986**
Other - Route Guarantees	**$ 1,355**	**$ -**	**$ 655**	**$ 2,350**	**$ 4,360**
TOTAL SUBSIDY	**$ 638,619**	**$ 80,839**	**$ 29,587**	**$ 240,171**	**$ 989,216**

TOTAL SUBSIDIES = $989,216

In Thousands

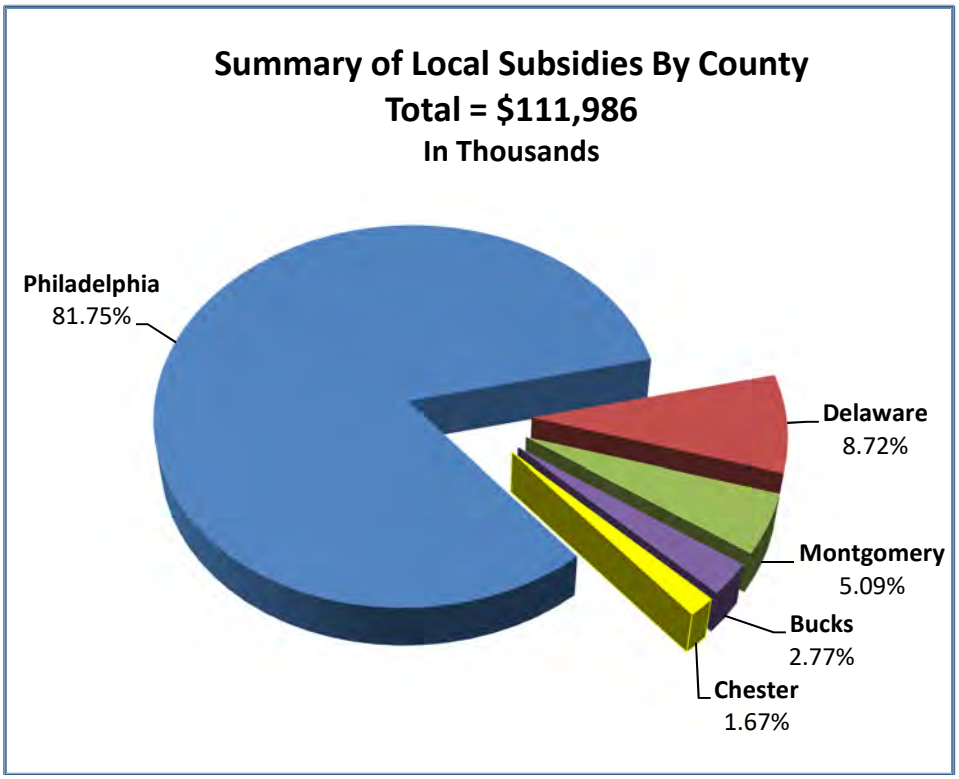


9. Detail of Local Subsidies and Other by County

Amounts in thousands ('000)	City Transit	Victory	Frontier	Regional Rail	Total SEPTA
Base PA Trust Fund Local Match					
Bucks	$ 206	$ -	$ 1,337	$ 1,196	$ 2,739
Chester	-	162	615	872	1,649
Delaware	-	6,940	-	1,784	8,724
Montgomery	191	969	1,663	2,229	5,052
Philadelphia	76,141	-	-	14,188	90,329
Subtotal	**$ 76,538**	**$ 8,071**	**$ 3,615**	**$ 20,269**	**$ 108,493**
Suburban Paratransit Local Match					
Bucks	$ -	$ 310	$ -	$ -	$ 310
Chester	-	181	-	-	181
Delaware	-	973	-	-	973
Montgomery	-	561	-	-	561
Philadelphia	-	-	-	-	-
Subtotal	**$ -**	**$ 2,025**	**$ -**	**$ -**	**$ 2,025**
Total Trust Fund Local Subsidy					
Bucks	$ 206	$ 310	$ 1,337	$ 1,196	$ 3,049
Chester	-	343	615	872	1,830
Delaware	-	7,913	-	1,784	9,697
Montgomery	191	1,530	1,663	2,229	5,613
Philadelphia	76,141	-	-	14,188	90,329
Total Trust Fund Local Subsidy	**$ 76,538**	**$ 10,096**	**$ 3,615**	**$ 20,269**	**$ 110,518**
Local Debt Service Subsidy					
Bucks	$ 2	$ -	$ -	$ 24	$ 26
Chester	-	-	-	17	17
Delaware	-	1	-	35	36
Montgomery	2	-	-	44	46
Philadelphia	651	-	-	278	929
Subtotal	**$ 655**	**$ 1**	**$ -**	**$ 398**	**$ 1,054**
Local Lease Cost Subsidy					
Bucks	$ -	$ -	$ -	$ 23	$ 23
Chester	-	-	-	17	17
Delaware	-	2	-	34	36
Montgomery	-	-	1	43	44
Philadelphia	23	-	-	271	294
Subtotal	**$ 23**	**$ 2**	**$ 1**	**$ 388**	**$ 414**
Total Debt Service and Lease Subsidy	**$ 678**	**$ 3**	**$ 1**	**$ 786**	**$ 1,468**
Total Local Subsidy Required	**$ 77,216**	**$ 10,099**	**$ 3,616**	**$ 21,055**	**$ 111,986**
Total Other Route Guarantees	**$ 1,355**	**$ -**	**$ 655**	**$ 2,350**	**$ 4,360**

9. Summary of Local Subsidies by County

Amounts in thousands ('000)	City Transit	Victory	Frontier	Regional Rail	Total SEPTA
Total Local Subsidy					
Bucks	$ 208	$ 310	$ 1,337	$ 1,243	$ 3,098
Chester	-	343	615	906	1,864
Delaware	-	7,916	-	1,853	9,769
Montgomery	193	1,530	1,664	2,316	5,703
Philadelphia	76,815	-	-	14,737	91,552
Total Local Subsidy	**$ 77,216**	**$ 10,099**	**$ 3,616**	**$ 21,055**	**$ 111,986**



The total local subsidy required for the Fiscal Year 2021 Operating Budget is comprised of the following:

Total Trust Fund Local Subsidy (15% Match of Section 1513)	$ 110,518
Debt Service Subsidy Local Match	1,054
Lease Cost Subsidy Local Match	414
Total Local Subsidy Required	**$ 111,986**

10. Expense Assumptions By Category

LABOR AND FRINGE BENEFITS

The Fiscal Year 2021 labor and fringe benefit growth reflects pattern labor wage increases and benefit expenses as a result of negotiated labor agreements. The headcount increased, as initially proposed before Covid-19, by 167 positions for operator trainees and additional trainers in Surface, Subway-Elevated, and Regional Rail while providing for enhance safety in the track area. Positions were also added in Rail Vehicle Maintenance to support the M-4 vehicle bolster repair project, Regional Rail locomotives and revenue vehicles delivered in recent years.

SEPTA's net labor cost includes a credit for labor expense from the operating to the capital budget for costs associated with capital projects.

MATERIAL AND SERVICES

Material and Services includes replacement parts for fleet and infrastructure inventory as well as various services including utilities, contract repairs, snow removal, Amtrak trackage rights, and paratransit contract services.

The Fiscal Year 2021 budget assumes higher third party contract service and Amtrak trackage access costs.

SEPTA experienced an expense increase for Amtrak trackage access and costs with the implementation of PRIIA (Passenger Rail Investment and Improvement Act of 2008), effective October 2015. Through this Federal Act, Congress mandated that a standardized methodology be developed to allocate costs among Northeast Corridor (NEC) owners and operators that ensure each agency take full financial responsibility for its use of shared NEC infrastructure and related facilities.

INJURY AND DAMAGE CLAIMS

Claims expense includes self-insured payouts, insurance premiums, and reserve adjustments. Fiscal year 2019 results included a favorable $6.1 million reserve adjustment and Fiscal Year 2020 included a $15.4 million unfavorable reserve adjustment. The unfavorable reserve adjustment accounted for a decrease in the present value discount rate and an increase in the Loss Adjustment Expense (LAE) liability. The Fiscal Year 2021 budget assumes an increase in insurance premiums along with a slight increase in the self-insured claims liability reserve.

PROPULSION POWER

Revenue vehicle propulsion power expense is calculated based on estimated kilowatt-hour usage and rates. While the Fiscal Year 2021 budget incorporates lower contracted electricity supplier rates, pre-Covid budgeted consumption was expected to be higher than Fiscal Year 2020.

10. Expense Assumptions By Category

FUEL

Fuel expense is based on budgeted miles of revenue vehicle operation, miles per gallon fuel economy, and estimated fuel rates. The Fiscal Year 2021 budget reflects an assumed decrease in the cost of fuel and slightly higher fuel consumption due to the service reductions instituted during the pandemic in Fiscal Year 2020. Budgeted fuel consumption is lower than the prior year budget due to better fuel economy as additional hybrid buses are entered into service.

RENTAL EXPENSE

Rental expense covers all operating lease rentals for fixed facilities and short-term software, vehicle and equipment leases. Fiscal Year 2020 actual results and the Fiscal Year 2021 budget is higher than Fiscal Year 2019 due to an increased need for leased non-revenue vehicles, equipment, and the lease of the new Customized Community Transportation customer communication software that is currently being implemented.

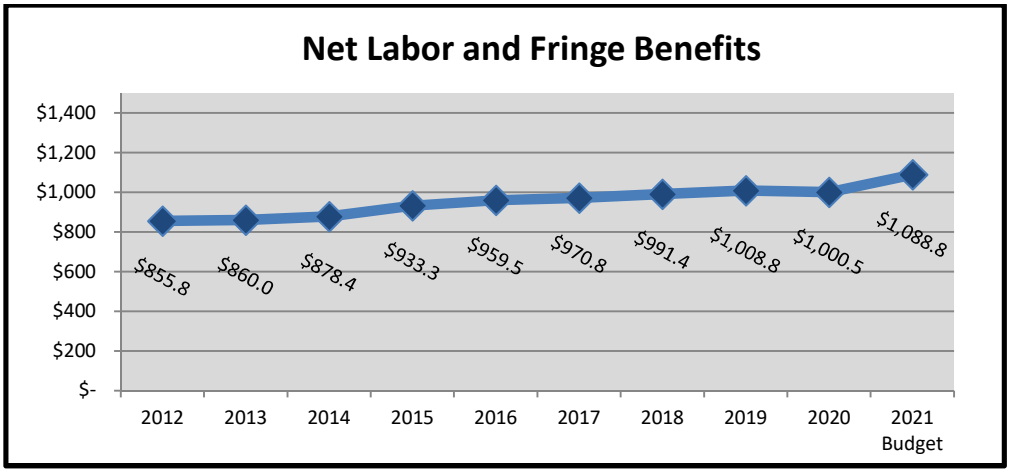
DEPRECIATION

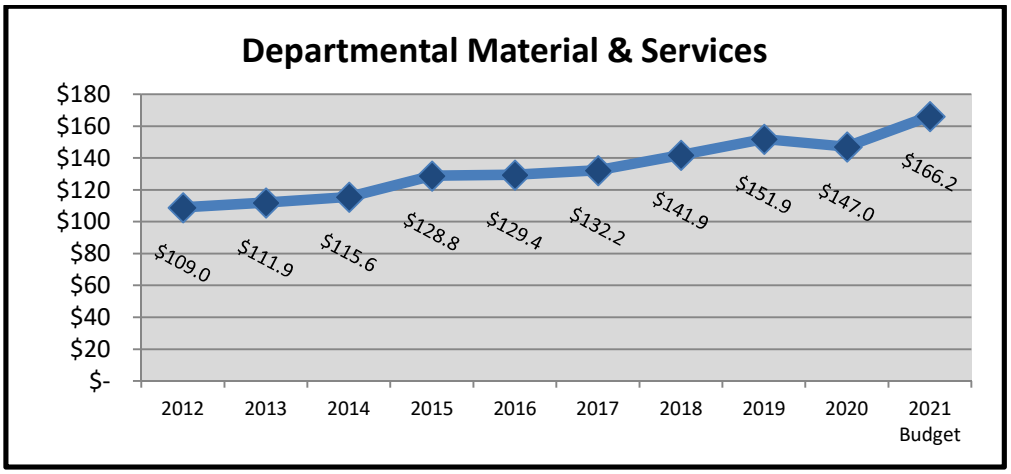
Depreciation expense is the amortization of the cost of the Authority's fixed assets over their estimated useful lives net of the amortization of contributed capital. The net increase in Fiscal Year 2021 includes depreciation on ESCO projects, tenant improvements and digital advertising displays which are being offset by increases in rental and advertising income and a reduction in utility cost.

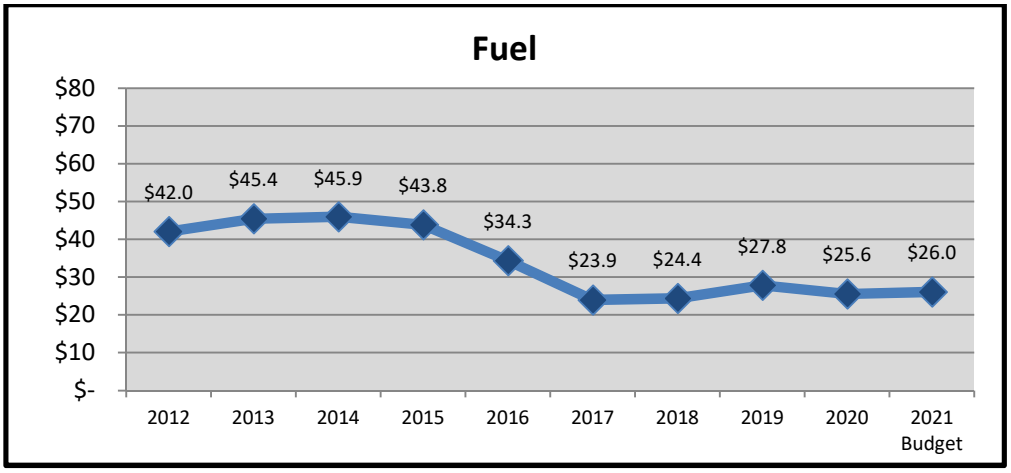
10. Ten Year Expense Trends

In developing the Operating Budget, the Authority considers issues that affect both the individual area of expense, as well as national, state, and local economic conditions. In addition, SEPTA focuses on historical trends in major expense categories, as illustrated in the following charts:

Amounts in Millions



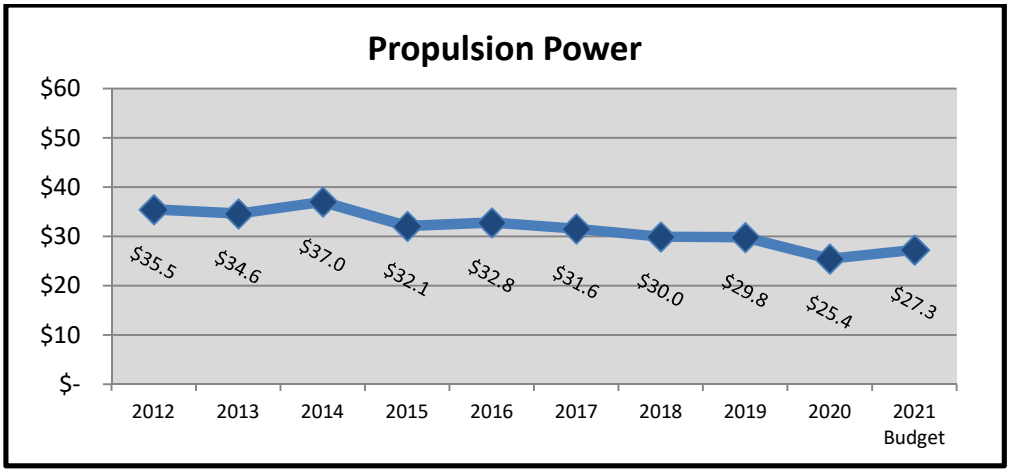


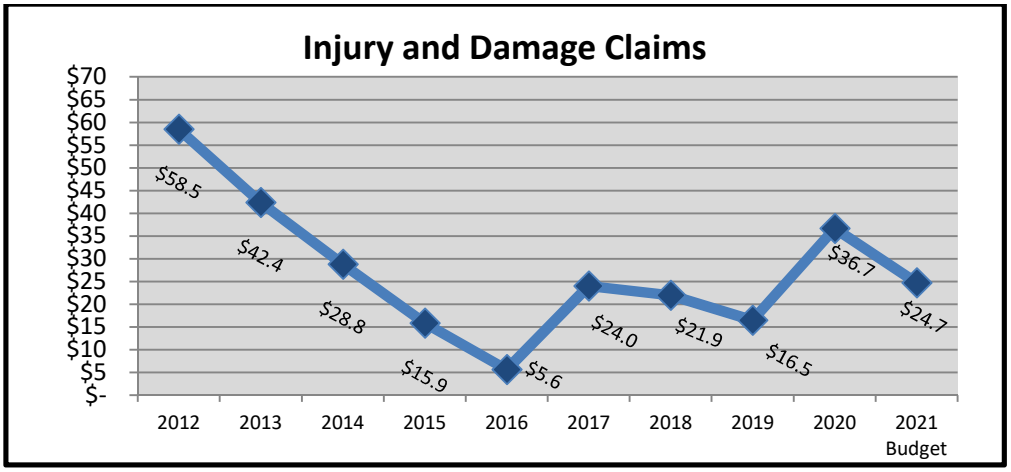


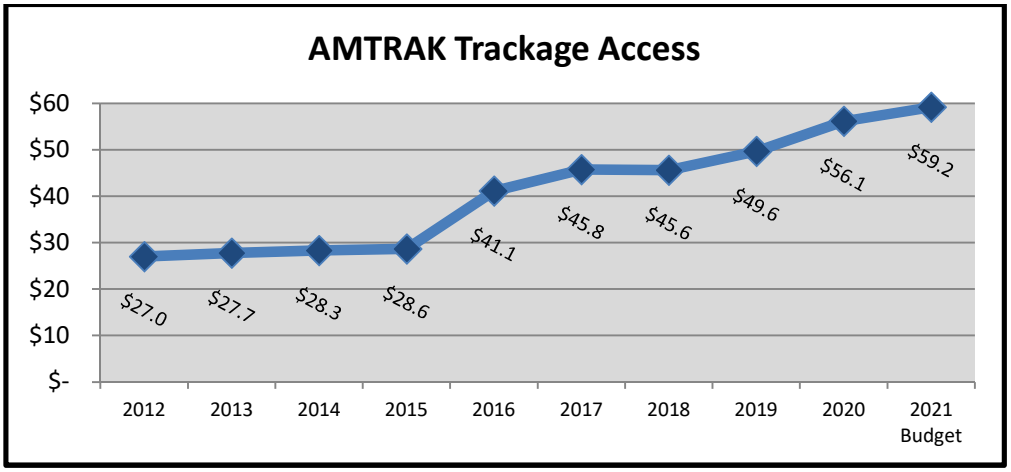
Notes: (1) Fuel expense decrease in FY 2015-2017 is due to lower fuel prices which began to increase in FY 2018-2019.
(2) Fiscal Year 2020 expense decreases above were due to service reductions, a hiring freeze, and other cost savings initiatives implemented as a result of Covid-19's impact on the region.

10. Ten Year Expense Trends

Amounts in Millions







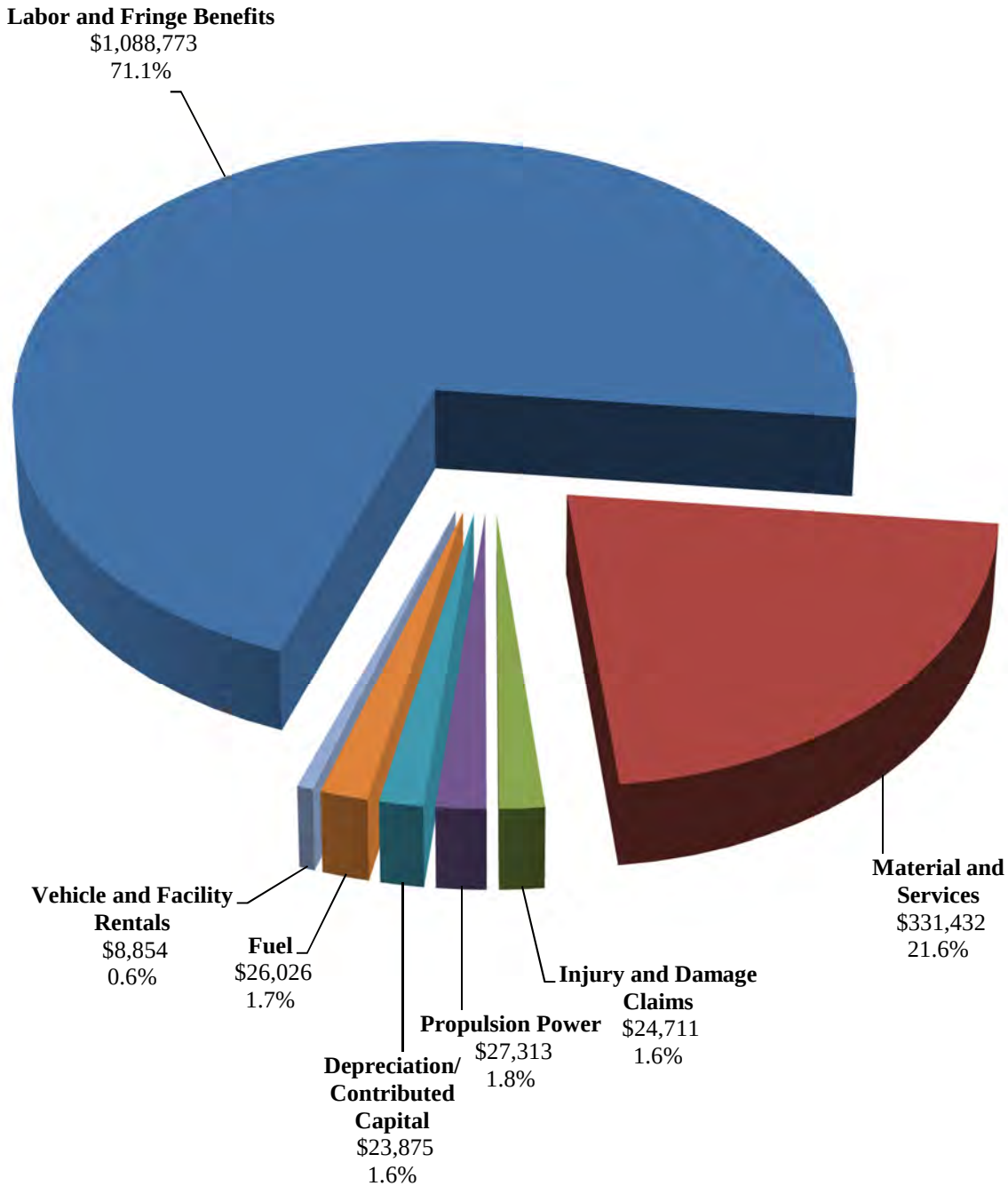
Notes: (1) Propulsion Power decrease in FY 2020 is related to lower contract supplier rates and lower usage due to service reductions during the Covid-19 pandemic.

(2) Injury and Damage Claims decreased dramatically in FY 2013-2016 due to the installation of surveillance cameras on vehicles and select stations. FY 2020 reflects reserve increase related to the use of a lower discount rate and an increase in Loss Adjustment Expense (LAE).

(3) Amtrak expense increase due to impact of Passenger Railroad Investment and Improvement Act (PRIIA), effective October 2015.

TOTAL OPERATING EXPENSES = $1,530,984

In Thousands



10. FY 2021 Budget Detail of Expenses In 000's

Division/Departmental Expenses	Labor and Fringe	Material and Services	Total
OPERATIONS			
Administration and Analysis	$ 336	$ 271	$ 607
Control Center Transit	5,070	175	5,245
Customized Community Transportation	10,058	6,777	16,835
AGM Staff	1,234	10	1,244
Rail Transportation-Subway-Elevated	56,116	1,211	57,327
Rail Transportation - Regional Rail	83,694	7,581	91,275
Surface Transportation	231,479	974	232,453
Vehicle Equipment Maintenance	124,666	49,709	174,375
Total Operations	**$ 512,653**	**$ 66,708**	**$ 579,361**
DGM Operations, EM&C, and Vehicles	**$ 5,916**	**$ 7,057**	**$ 12,973**
Engineering, Maintenance & Construction	**$ 82,932**	**$ 26,422**	**$ 109,354**
Transit Police	**$ 21,760**	**$ 1,387**	**$ 23,147**
STAFF DEPARTMENTS			
Audit and Investigative Services	$ 1,999	$ 38	$ 2,037
Corporate Staff	2,931	195	3,126
Communications	1,332	757	2,089
Customer Experience and Advocacy	5,756	363	6,119
Deputy General Manager/Treasurer Administration	1,609	20	1,629
Employee Development/Relations	12,012	1,085	13,097
Finance	9,068	7,518	16,586
Planning & Strategic Initiatives	4,102	3,784	7,886
Human Resources	4,596	859	5,455
Information Technology	6,559	6,421	12,980
New Payment Technologies	126	12,848	12,974
Revenue Operations	14,154	18,859	33,013
Office of General Counsel	9,385	15,336	24,721
Procurement, Supply Chain & DBE	10,864	379	11,243
Public and Government Affairs	1,774	4,074	5,848
System Safety	2,035	986	3,021
Total Staff Departments	**$ 88,302**	**$ 73,522**	**$ 161,824**
Capital Labor Allocation/Rental Reclassification	(9,787)	(8,854)	(18,641)
Total Departmental Expenses	**$ 701,776**	**$ 166,242**	**$ 868,018**
NON-DEPARTMENTAL EXPENSES			
Fringe Benefits	$ 386,997	$ -	$ 386,997
Amtrak	-	59,166	59,166
CCT - ADA Services	-	34,300	34,300
CCT - Shared Ride Program	-	24,200	24,200
Debt Service Interest and Fees	-	16,456	16,456
Property Insurance/Other Claims Payouts, Net	-	3,664	3,664
Services for Headquarters' Building	-	5,384	5,384
Snow Removal and Other Weather Related Expenses	-	5,650	5,650
Utilities	-	18,822	18,822
Capitalized Costs and Other	-	(2,452)	(2,452)
Total Non-Departmental Expenses	**$ 386,997**	**$ 165,190**	**$ 552,187**
OTHER OPERATING EXPENSES			
Injury and Damage Claims	$ -	$ 24,711	$ 24,711
Propulsion Power	-	27,313	27,313
Fuel	-	26,026	26,026
Vehicle and Facility Rentals	-	8,854	8,854
Depreciation/Contributed Capital	-	23,875	23,875
Total Other Expenses	**$ -**	**$ 110,779**	**$ 110,779**
TOTAL EXPENSES	**$ 1,088,773**	**$ 442,211**	**$ 1,530,984**

10. FY 2021 Budget Allocation By Company In 000's

Division/Departmental Expenses	1100	2100	2200	2300	3100	Total
OPERATIONS						
Administration and Analysis	$ 607	$ -	$ -	$ -	$ -	$ 607
Control Center Transit	1,258	3,372	516	-	99	5,245
Customized Community Transportation	14,165	1,359	-	1,311	-	16,835
AGM Staff	1,072	-	-	-	172	1,244
Rail Transportation-Subway-Elevated	-	57,327	-	-	-	57,327
Rail Transportation - Regional Rail	-	83	-	-	91,192	91,275
Surface Transportation	-	183,771	34,563	14,119	-	232,453
Vehicle Equipment Maintenance	234	118,113	11,886	5,671	38,471	174,375
Total Operations	**$ 17,336**	**$ 364,025**	**$ 46,965**	**$ 21,101**	**$ 129,934**	**$ 579,361**
DGM Operations, EM&C, and Vehicles	**$ 5,343**	**$ 6,480**	**$ 5**		**$ 1,145**	**$ 12,973**
Engineering, Maintenance & Construction	**$ 285**	**$ 68,559**	**$ 6,727**	**$ 10**	**$ 33,773**	**$ 109,354**
Transit Police	**$ 23,147**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 23,147**
STAFF DEPARTMENTS						
Audit and Investigative Services	$ 2,037	$ -	$ -	$ -	$ -	$ 2,037
Corporate Staff	3,126	-	-	-	-	3,126
Communications	2,089	-	-	-	-	2,089
Customer Experience and Advocacy	6,119	-	-	-	-	6,119
Deputy General Manager/Treasurer Administration	1,629	-	-	-	-	1,629
Employee Development/Relations	5,845	3,967	454	145	2,686	13,097
Finance	16,586	-	-	-	-	16,586
Planning and Strategic Initiatives	7,886	-	-	-	-	7,886
Human Resources	5,455	-	-	-	-	5,455
Information Technology	12,908	-	-	-	72	12,980
New Payment Technologies	12,974	-	-	-	-	12,974
Revenue Operations	14,473	305	-	-	18,235	33,013
Office of General Counsel	14,975	6,277	306	186	2,977	24,721
Procurement, Supply Chain & DBE	9,691	369	-	-	1,183	11,243
Public and Government Affairs	5,848	-	-	-	-	5,848
System Safety	3,021	-	-	-	-	3,021
Total Staff Departments	**$ 124,662**	**$ 10,918**	**$ 760**	**$ 331**	**$ 25,153**	**$ 161,824**
Capital Labor Allocation/Rental Reclassification	(8,932)	(6,500)	(312)	(106)	(2,791)	(18,641)
Headquarters Allocation	(161,841)	118,322	11,199	3,528	28,792	-
Total Departmental Expenses	**$ -**	**$ 561,804**	**$ 65,344**	**$ 24,864**	**$ 216,006**	**$ 868,018**
NON-DEPARTMENTAL EXPENSES						
Fringe Benefits	$ 61,935	$ 226,110	$ 21,547	$ 7,912	$ 69,493	$ 386,997
Amtrak	-	-	-	-	59,166	59,166
CCT - ADA Services	-	23,050	11,250	-	-	34,300
CCT - Shared Ride Program	-	24,200	-	-	-	24,200
Debt Service Interest and Fees	-	6,963	59	16	9,418	16,456
Property Insurance/Other Claims Payouts, Net	-	2,623	242	46	753	3,664
Services for Headquarters' Building	5,384	-	-	-	-	5,384
Snow Removal and Other Weather Related Expenses	-	-	-	-	5,650	5,650
Utilities	-	12,206	1,077	260	5,279	18,822
Capitalized Costs and Other	(2,725)	372	3	9	(111)	(2,452)
Headquarters Allocation	(64,594)	47,225	4,470	1,408	11,491	-
Total Non-Departmental Expenses	**$ -**	**$ 342,749**	**$ 38,648**	**$ 9,651**	**$ 161,139**	**$ 552,187**
OTHER OPERATING EXPENSES						
Injury and Damage Claims	$ -	$ 17,937	$ 1,094	$ 340	$ 5,340	$ 24,711
Propulsion Power	-	10,394	1,233	-	15,686	27,313
Fuel	-	19,980	3,311	2,189	546	26,026
Vehicle and Facility Rentals	-	5,933	263	83	2,575	8,854
Depreciation/Contributed Capital	-	17,454	313	72	6,036	23,875
Total Other Expenses	**$ -**	**$ 71,698**	**$ 6,214**	**$ 2,684**	**$ 30,183**	**$ 110,779**
TOTAL EXPENSES	**$ -**	**$ 976,251**	**$ 110,206**	**$ 37,199**	**$ 407,328**	**$ 1,530,984**

10. FY 2020 Actual Detail of Expenses In 000's

Division/Departmental Expenses	Labor and Fringe	Material and Services	Total
OPERATIONS			
Administration and Analysis	361	842	1,203
Control Center Transit	$ 4,200	$ 14	4,214
Customized Community Transportation	8,581	5,239	13,820
AGM Staff	891	192	1,083
Rail Transportation-Subway-Elevated	51,758	1,024	52,782
Rail Transportation - Regional Rail	74,612	7,146	81,758
Surface Transportation	208,394	703	209,097
Vehicle Equipment Maintenance	117,186	44,587	161,773
Total Operations	**$ 465,983**	**$ 59,747**	**$ 525,730**
DGM Operations, EM&C, and Vehicles	**$ 4,889**	**$ 6,027**	**$ 10,916**
Engineering, Maintenance & Construction	**$ 78,413**	**$ 26,109**	**$ 104,522**
Transit Police	**$ 19,280**	**$ 1,037**	**$ 20,317**
STAFF DEPARTMENTS			
Audit and Investigative Services	$ 1,675	$ 23	1,698
Corporate Staff	2,711	142	2,853
Communications	1,018	519	1,537
Customer Experience and Advocacy	5,261	209	5,470
Deputy General Manager/Treasurer Administration	1,659	12	1,671
Employee Development/Relations	10,522	644	11,166
Finance	8,188	4,696	12,884
Planning & Strategic Initiatives	3,115	867	3,982
Human Resources	4,291	743	5,034
Information Technology	6,012	5,735	11,747
New Payment Technologies	41	11,067	11,108
Revenue Operations	12,380	16,515	28,895
Office of General Counsel	8,902	16,156	25,058
Procurement, Supply Chain & DBE	9,326	1,525	10,851
Public and Government Affairs	1,414	3,145	4,559
System Safety	1,875	1,181	3,056
Total Staff Departments	**$ 78,390**	**$ 63,179**	**$ 141,569**
Capital Allocation/Rental Reclassification	(6,961)	(9,073)	(16,034)
Total Departmental Expenses	**$ 639,994**	**$ 147,026**	**$ 787,020**
NON-DEPARTMENTAL EXPENSES			
Fringe Benefits	$ 360,505	$ -	360,505
Amtrak	-	56,143	56,143
CCT - ADA Services	-	24,587	24,587
CCT - Shared Ride Program	-	19,061	19,061
Debt Service Interest and Fees	-	15,220	15,220
Property Insurance/Other Claims Payouts, Net	-	2,989	2,989
Services for Headquarters' Building	-	5,353	5,353
Snow Removal and Other Weather Related Expenses	-	937	937
Utilities	-	17,854	17,854
Capitalized Costs and Other	-	(4,100)	(4,100)
Total Non-Departmental Expenses	**$ 360,505**	**$ 138,044**	**$ 498,549**
OTHER OPERATING EXPENSES			
Injury and Damage Claims	$ -	$ 36,684	36,684
Propulsion Power	-	25,440	25,440
Fuel	-	25,565	25,565
Vehicle and Facility Rentals	-	9,073	9,073
Depreciation/Contributed Capital	-	21,127	21,127
Total Other Expenses		**$ 117,889**	**$ 117,889**
TOTAL EXPENSES	**$ 1,000,499**	**$ 402,959**	**$ 1,403,458**

10. FY 2019 Detail of Actual Expenses In 000's

Division/Departmental Expenses	Labor and Fringe	Material and Services	Total
OPERATIONS			
Administration and Analysis	$ 333	$ 72	405
Planning and Coordination	113		113
Control Center - Transit	4,967	11	4,978
Customized Community Transportation	8,727	5,310	14,037
Assistant General Manager Staff	678	3	681
Rail Transportation-Subway-Elevated	51,349	907	52,256
Rail Transportation - Regional Rail	76,309	6,812	83,121
Surface Transportation	214,091	703	214,794
Total Operations	**$ 356,567**	**$ 13,818**	**$ 370,385**
Vehicle Engineering and Maintenance	**$ 120,924**	**$ 48,940**	**$ 169,864**
Engineering, Maintenance and Construction	**$ 77,321**	**$ 30,443**	**$ 107,764**
Transit Police	**$ 20,224**	**$ 859**	**$ 21,083**
STAFF DEPARTMENTS			
Audit and Investigative Services	$ 1,506	$ 19	1,525
Corporate Staff	2,659	197	2,856
Communications	1,044	651	1,695
Customer Experience and Advocacy	5,125	377	5,502
Deputy General Manager/Treasurer Administration	1,667	6	1,673
Employee Development and Relations	10,358	1,022	11,380
Finance and Planning	10,890	5,484	16,374
Human Resources	4,066	709	4,775
Information Technology	5,718	4,761	10,479
New Payment Technologies	120	5,605	5,725
Revenue Operations	12,356	19,871	32,227
Office of Innovation	335	779	1,114
Office of General Counsel	8,383	18,139	26,522
Procurement, Supply Chain and DBE	8,997	340	9,337
Public and Government Affairs	1,481	5,252	6,733
System Safety	1,981	1,004	2,985
Total Staff Departments	**$ 76,686**	**$ 64,216**	**$ 140,902**
Capital Labor Allocation/Rental Reclassification	(7,497)	(6,376)	(13,873)
Total Departmental Expenses	**$ 644,225**	**$ 151,900**	**$ 796,125**
NON-DEPARTMENTAL EXPENSES			
Fringe Benefits	$ 364,605	$ -	364,605
Amtrak	-	49,608	49,608
CCT - ADA Services	-	32,078	32,078
CCT - Shared Ride Program	-	23,030	23,030
Debt Service Interest and Fees	-	14,741	14,741
Property Insurance/Other Claims Payouts, Net	-	7,464	7,464
Services for Headquarters' Building	-	5,597	5,597
Snow Removal and Other Weather Related Expenses	-	4,687	4,687
Utilities	-	17,569	17,569
Capitalized Costs and Other	-	(4,754)	(4,754)
Total Non-Departmental Expenses	**$ 364,605**	**$ 150,020**	**$ 514,625**
OTHER OPERATING EXPENSES			
Injury and Damage Claims	$ -	$ 16,490	16,490
Propulsion Power	-	29,807	29,807
Fuel	-	27,816	27,816
Vehicle and Facility Rentals	-	6,376	6,376
Depreciation/Contributed Capital	-	20,127	20,127
Total Other Expenses	**$ -**	**$ 100,616**	**$ 100,616**
TOTAL EXPENSES	**$ 1,008,830**	**$ 402,536**	**$ 1,411,366**

11. Fiscal Year 2021 Headcount Authorizations

HEADCOUNT DESIGNATIONS

Organization Overview

The organization, staffing, and expenses are shown for each division in the Departmental Summaries Section, including subtotals by department. Total headcount is further segregated by Operating versus Capital. The following definitions shall apply throughout this section:

Mgmt……..……..	Supervisory, administrative, and management employees.
Clerical……..……..	Unionized clerical, storeroom and customer service agent employees.
Maintenance..…… Transportation, or Cashiers	Unionized maintenance and transportation employees, cashiers, and police officers.
Capital…….	Positions supported by federal, state, or local capital funding initiatives.

The Fiscal Year 2021 authorized headcount is at 9,894 employees and reflects an increase of 167 positions for operator trainees and additional trainers in Surface, Subway-Elevated, and Regional Rail while providing for enhanced safety in the track area. Positions were also added in Rail Vehicle Maintenance to support the M-4 vehicle bolster repair project, Regional Rail locomotives and revenue vehicles delivered in recent years.

Fiscal Year 2021 also incorporates a new division, Planning and Strategic Initiatives, formed during Fiscal Year 2020. This new division includes the Service Planning and Strategic Planning and Analysis departments that were previously a part of the Finance Division and the Office of Innovation department.

Several sections, including Strategic Initiatives and Real Estate from EM&C were moved to DGM Operations, EM&C and Vehicles. In addition, Vehicle Engineering and Maintenance was sub-divided, whereby Vehicle Equipment Maintenance was transferred to Operations and Vehicle Engineering is now reporting to DGM Operations, EM&C and Vehicles.

11. Fiscal Year 2021 Headcount Authorizations

	OPERATING HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Audit and Investigative Services	19	-	4	-	-	23
Corporate Staff	16	-	-	-	-	16
Communications	10	5	3	-	-	18
Customer Experience and Advocacy	24	60	-	-	-	84
Deputy General Manager/Treasurer Admin.	9	-	-	-	-	9
Deputy General Mgr./Ops. EM&C and Vehicles	23	4	5	-	-	32
Employee Development/Relations	128	-	5	-	-	133
Finance	84	38	-	-	-	122
Human Resources	37	17	-	-	-	54
Information Technology	68	5	-	-	-	73
New Payment Technologies	1	-	-	-	-	1
Revenue Operations	109	44	48	-	-	201
Planning and Strategic Initiatives	43	15	-	-	-	58
Office of General Counsel	95	23	-	-	-	118
Operations (Includes Vehicle Equip. Maint.)	722	113	1,725	3,702	320	6,582
Engineering, Maintenance and Construction	177	65	810	-	-	1,052
Transit Police	63	-	210	-	-	273
Procurement, Supply Chain and DBE	91	63	1	-	-	155
Public and Government Affairs	21	-	-	-	-	21
System Safety	24	-	-	-	-	24
Vehicle Engineering	30	2	-	-	-	32
Total Operating Headcount	**1,794**	**454**	**2,811**	**3,702**	**320**	**9,081**

11. Fiscal Year 2021 Headcount Authorizations

	CAPITAL HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Audit and Investigative Services	-	-	-	-	-	-
Corporate Staff	1	-	-	-	-	1
Communications	-	-	-	-	-	-
Customer Experience and Advocacy	-	-	-	-	-	-
Deputy General Manager/Treasurer Admin.	1	-	-	-	-	1
Deputy General Mgr./Ops. EM&C and Vehicles	15	-	-	-	-	15
Employee Development/Relations	-	-	-	-	-	-
Finance	2	-	-	-	-	2
Human Resources	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
New Payment Technologies	6	-	-	-	-	6
Revenue Operations	-	-	-	-	-	-
Planning and Strategic Initiatives	1	-	-	-	-	1
Office of General Counsel	-	-	-	-	-	-
Operations (Includes Vehicle Equip. Maint.)	29	1	227	15	-	272
Engineering, Maintenance and Construction	143	7	314	-	-	464
Transit Police	-	-	-	-	-	-
Procurement, Supply Chain and DBE	12	-	-	-	-	12
Public & Government Affairs	-	-	-	-	-	-
System Safety	3	-	-	-	-	3
Vehicle Engineering	34	2	-	-	-	36
Total Capital Headcount	**247**	**10**	**541**	**15**	**-**	**813**

11. Fiscal Year 2021 Headcount Authorizations

	TOTAL HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Audit & Investigative Services	19	-	4	-	-	23
Corporate Staff	17	-	-	-	-	17
Communications	10	5	3	-	-	18
Customer Experience and Advocacy	24	60	-	-	-	84
Deputy General Mgr./Treasurer Admin.	10	-	-	-	-	10
Deputy General Mgr./Ops. EM&C and Vehicles	38	4	5	-	-	47
Employee Development and Relations	128	-	5	-	-	133
Finance	86	38	-	-	-	124
Human Resources	37	17	-	-	-	54
Information Technology	68	5	-	-	-	73
New Payment Technologies	7	-	-	-	-	7
Revenue Operations	109	44	48	-	-	201
Planning and Strategic Initiatives	44	15	-	-	-	59
Office of General Counsel	95	23	-	-	-	118
Operations (Includes Vehicle Equip. Maint.)	751	114	1,952	3,717	320	6,854
Engineering, Maintenance and Construction	320	72	1,124	-	-	1,516
Transit Police	63	-	210	-	-	273
Procurement, Supply Chain and DBE	103	63	1	-	-	167
Public and Government Affairs	21	-	-	-	-	21
System Safety	27	-	-	-	-	27
Vehicle Engineering	64	4	-	-	-	68
Total Headcount	**2,041**	**464**	**3,352**	**3,717**	**320**	**9,894**

11. Fiscal Years 2017 – 2021 Headcount Authorization

	OPERATING HEADCOUNT BY FISCAL YEAR				
	2017	2018	2019	2020	2021
Audit and Investigative Services	20	20	20	20	23
Corporate Staff	14	18	17	17	16
Communications	19	18	18	18	18
Customer Experience and Advocacy	84	84	84	84	84
Deputy General Mgr./Treasurer Admin.	9	9	9	10	9
Deputy General Mgr./Ops. EM&C and Vehicles					32
Employee Development and Relations		122	129	129	133
Finance	170	170	171	171	122
Human Resources	160	53	53	53	54
Information Technology	71	71	71	71	73
Labor Relations	14				
New Payment Technologies		-	1	1	1
Revenue Operations		188	208	201	201
Office of Innovation	5	5	5	6	
Planning and Strategic Initiatives					58
Office of General Counsel	118	117	117	117	118
Operations (Includes Vehicle Equip. Maint.)	5,129	4,684	4,646	4,718	6,582
Engineering, Maintenance and Construction	1,068	1,065	1,073	1,081	1,052
Planning, Project Coordination and Safety	1				
Procurement, Supply Chain and DBE	149	147	147	149	155
Public and Government Affairs	20	21	21	21	21
System Safety	24	24	24	24	24
Transit Police		273	273	273	273
Vehicle Engineering and Maintenance	1,771	1,758	1,760	1,764	
Vehicle Engineering					32
Total Operating Headcount	**8,846**	**8,847**	**8,847**	**8,928**	**9,081**

11. Fiscal Years 2017 – 2021 Headcount Authorization

	CAPITAL HEADCOUNT BY FISCAL YEAR				
	2017	2018	2019	2020	2021
Audit and Investigative Services	-	-	-	-	-
Corporate Staff	1	2	-	-	1
Communications		-	-	-	-
Customer Experience and Advocacy	-	-	-	-	-
Deputy General Manager/Treasurer Admin.		1	1	1	1
Deputy General Mgr./Ops. EM&C and Vehicles					15
Employee Development and Relations			-	-	-
Finance	6	6	5	4	2
Human Resources	-	-	-	-	-
Information Technology	-	-	-	-	-
Labor Relations					
New Payment Technologies		11	9	7	6
Revenue Operations			-	-	-
Office of Innovation			-	-	-
Planning and Strategic Initiatives		-	-	-	1
Office of General Counsel	-	-	-	-	-
Operations (Includes Vehicle Equip. Maint.)	36	20	21	21	272
Engineering, Maintenance and Construction	459	461	465	465	464
Planning, Project Coordination and Safety	3				
Procurement, Supply Chain and DBE	13	15	15	15	12
Public and Government Affairs	-	-	-	-	-
System Safety	3	3	3	3	3
Transit Police			-	-	-
Vehicle Engineering and Maintenance	286	287	287	283	
Vehicle Engineering					36
Total Capital Headcount	**807**	**806**	**806**	**799**	**813**

11. Fiscal Years 2017 – 2021 Headcount Authorization

	TOTAL HEADCOUNT BY FISCAL YEAR				
	2017	2018	2019	2020	2021
Audit and Investigative Services	20	20	20	20	23
Corporate Staff	15	20	17	17	17
Communications	19	18	18	18	18
Customer Experience and Advocacy	84	84	84	84	84
Deputy General Manager/Treasurer Admin.	9	10	10	11	10
Deputy General Mgr./Ops. EM&C and Vehicles					47
Employee Development and Relations		122	129	129	133
Finance	176	176	176	175	124
Human Resources	160	53	53	53	54
Information Technology	71	71	71	71	73
Labor Relations	14				
New Payment Technologies		11	10	8	7
Revenue Operations		188	208	201	201
Office of Innovation	5	5	5	6	
Planning and Strategic Initiatives					59
Office of General Counsel	118	117	117	117	118
Operations	5,165	4,704	4,667	4,739	6,854
Engineering, Maintenance and Construction	1,527	1,526	1,538	1,546	1,516
Planning, Project Coordination and Safety	4				
Procurement, Supply Chain and DBE	162	162	162	164	167
Public and Government Affairs	20	21	21	21	21
System Safety	27	27	27	27	27
Transit Police		273	273	273	273
Vehicle Engineering and Maintenance	2,057	2,045	2,047	2,047	
Vehicle Engineering					68
Total Headcount	**9,653**	**9,653**	**9,653**	**9,727**	**9,894**

11. Headcount Authorization Cause of Change Fiscal Year 2020 to Fiscal Year 2021

Division / Department	Cause of Change	Fiscal Year 2020 Authorized Headcount 9,727
Audit and Investigative Services	• Three management positions added	+3
Corporate Staff	• One management position added • Two management positions transferred to DGM/Ops. EM&C and Vehicles • One management position transferred from Engineering, Maintenance and Construction	0
Deputy General Manager/Treasurer Admin.	• One management position transferred to Planning & Strategic Initiatives	-1
Employee Development and Relations	• Four management positions added	+4
Finance	• 34 management positions transferred to Planning and Strategic Initiatives • 16 clerical positions transferred to Planning and Strategic Initiatives • One management position transferred to Information Technology	-51
Human Resources	• One management position added	+1
Information Technology	• One management position transferred from New Payment Technologies • One management position transferred from Finance	+2
New Payment Technologies	• One management position transferred to Information Technology	-1
Planning and Strategic Initiatives	• Two management positions added • One management position transferred from Deputy General Manager/Treasurer Admin. • 34 management positions transferred from Finance • 16 clerical position transferred from Finance • Six management positions transferred from Office of Innovation	+59
Office of General Counsel	• One management position added	+1
Procurement, Supply Chain and DBE	• Three management positions added	+3

11. Headcount Authorization Cause of Change Fiscal Year 2020 to Fiscal Year 2021

Division / Department	Cause of Change	
	Fiscal Year 2020 Authorized Headcount	***9,727***
Engineering, Maintenance and Construction	• One management position added • Eight maintenance positions added • Three management position transferred from Operations/Planning and Coordination • One management position transferred from Operations/Rail Transportation-Regional Rail • 11 management positions transferred to DGM/Ops. EM&C and Vehicles • Four clerical positions transferred to DGM/Ops. EM&C and Vehicles • 21 management positions transferred to DGM/Ops. EM&C and Vehicles • Five maintenance positions transferred to DGM/Ops. EM&C and Vehicles • Three management positions transferred to DGM/Ops. EM&C & Vehicles • One management position from Vehicle Engineering and Maintenance • One management position from Operations/AGM Staff One management position transferred to Corporate Staff	-30
Deputy General Manager/Operations, EM&C and Vehicles	• Three management position transferred from Engineering, Maintenance and Construction • Two management positions transferred from Corporate Staff • One management position transferred from Vehicle Engineering • 11 management positions transferred from Engineering, Maintenance and Construction • Four clerical positions transferred from Engineering, Maintenance and Construction • 21 management positions transferred from Engineering, Maintenance and Construction Five maintenance positions transferred from Engineering, Maintenance and Construction	+47
Office of Innovation	Six management positions transferred to Planning and Strategic Initiatives	-6
Operations/Customized Community Transportation	• Two management positions added	+2
Operations/AGM Staff	• One management position transferred to Engineering, Maintenance and Construction • One management position transferred from Vehicle Equipment Maintenance	0

11. Headcount Authorization Cause of Change Fiscal Year 2020 to Fiscal Year 2021

Division / Department	*Cause of Change*	
Operations/Control Center - Transit	• One management position added	+1
Operations/Planning and Coordination	• Three management positions transferred to Engineering, Maintenance and Construction	-3
Operations/Rail Transportation-Subway-Elevated	• One management position added • 16 Transportation positions added	+17
Operations/Rail Transportation-Regional Rail	• 80 Transportation positions added • One clerical positions transferred to Engineering, Maintenance and Construction	+79
Operations/Surface Transportation	• One management position added • 23 Transportation positions added	+24
Vehicle Engineering and Maintenance	• 65 management positions transferred to Vehicle Engineering • Four clerical positions transferred to Vehicle Engineering • 198 management positions transferred to Operations/Vehicle Equipment Maintenance • 34 clerical positions transferred to Operations/Vehicle Equipment Maintenance • 1,746 maintenance positions transferred to Operations/Vehicle Equipment Maintenance	-2,047
Operations/Vehicle Equipment Maintenance	• 198 management positions transferred from Vehicle Engineering and Maintenance • 34 clerical positions transferred from Vehicle Engineering and Maintenance • 1,746 maintenance positions transferred from Vehicle Engineering and Maintenance • One management position transferred to Operations/AGM Staff • One management position transferred to Engineering, Maintenance and Construction • Five management positions added • 14 maintenance positions added	+1,995

11. Headcount Authorization Cause of Change Fiscal Year 2020 to Fiscal Year 2021

Division / Department	*Cause of Change*	
Vehicle Engineering	• 65 management positions transferred from Vehicle Engineering and Maintenance • Four clerical positions transferred from Vehicle Engineering and Maintenance • One management position transferred to DGM/Ops. EM&C and Vehicles	+68
	Total Increase/Decrease	**+167**
	Fiscal Year 2021 Authorized Headcount	**9,894**

12. Departmental Summaries for Fiscal Year 2021



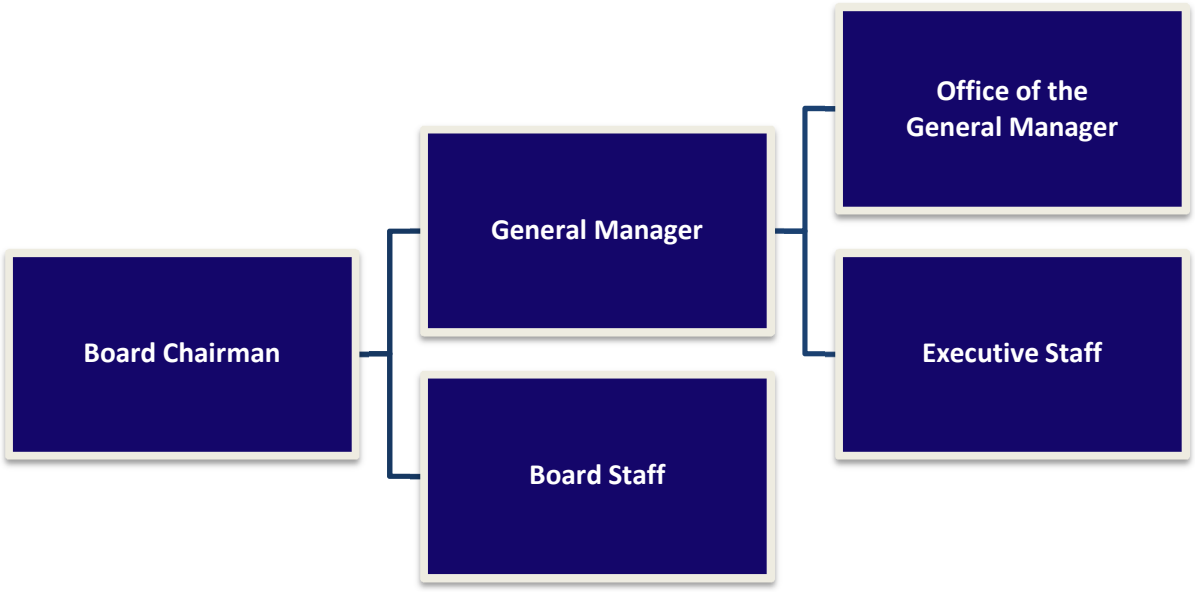
SEPTA

Corporate Staff

Return to
Table of Contents

Overview

SEPTA's Corporate Staff consists of a team of experienced transit professionals who are dedicated to providing vision and guidance to the Authority, while optimizing the best use of limited resources. The Corporate Staff strives to partner with stakeholders to promote public transit service as a cost-effective, viable travel option for access to work, school, medical service, shopping, leisure activities and tourism. The Corporate Staff is also committed to operating and managing a system which meets the highest standards for customer and employee safety while providing quality services.



Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Board Staff	4	-	4
Executive Staff	7	-	7
Office of the General Manager	5	-	5
Total Operating Headcount	**16**	**-**	**16**

	CAPITAL HEADCOUNT		
	Mgmt.	Clerical	Total
Board Staff	-	-	-
Executive Staff	1	-	1
Office of the General Manager	-	-	-
Total Capital Headcount	**1**	**-**	**1**

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Board Staff	4	-	4
Executive Staff	8	-	8
Office of the General Manager	5	-	5
Total Headcount	**17**	**-**	**17**

Budget

Amounts in Thousands ('000)

	Net Labor	*Material & Services*	*Total*
Board Staff	$ 544	$ 65	$ 609
Executive Staff	1,560	18	1,578
Office of the General Manager	827	112	939
Total	**$ 2,931**	**$ 195**	**$ 3,126**

Principal Responsibilities

Board Staff
Prepares and attests to all Board documentation generated from committee and Board meetings as well as advising and consulting with the Board on all Board-related matters. The Board staff includes a Secretary to the Board, an Assistant Secretary to the Board, a Controller to the Board, and a Board and Government Liaison.

Executive Staff
Manages and directs the daily functions of the Authority. Executive Staff includes the division leaders reporting directly to the General Manager. Collectively, they are responsible for the operation, administration, and financial management of the Authority.

Office of the General Manager
Oversees all SEPTA services and operations. Along with the SEPTA Board, provides leadership and direction for the Authority.

Fiscal Year 2021 Goals and Business Initiatives

SEPTA's former Strategic Business Plan for Fiscal Years 2015 through 2019 established the framework for corporate goal-setting. SEPTA is currently developing an update to the plan. The former strategic plan is available at *www.septa.org/strategic-plan*. SEPTA's "Building the Future" program features a series of initiatives directed towards these corporate goals, grouped into the following five focus areas:

GOAL	OVERVIEW
The Customer Experience	*Meeting or exceeding rising customer expectations*
Workforce Development and Support	*Attracting and retaining a diverse, highly-skilled, and versatile workforce*
Rebuilding the System	*Reducing the backlog of capital repair needs*
SEPTA is a Business	*Responsibly managing resources to grow the system*
Safety and Security as the Foundation	*A safety-first corporate culture*

PLANNING FOR A SAFE RETURN TO TRAVEL

As part of a COVID-19 Recovery Planning Process, SEPTA has convened six internal Plan-Ahead Teams covering all aspects of SEPTA, including the services we provide, how our workplaces are designed, and the impacts on our finances. In total, over 150 employees have been involved, plus external experts in the transportation industry who are helping us to review best practices not only from our peers in the U.S., but also global cities who may be ahead of our region on the pandemic curve. The Plan-Ahead Teams were convened to identify strategies to move forward and provide advice and recommendations to leadership using the following goals to guide their efforts:

1. **Recognize and adapt to a new normal.**
2. **Anticipate changes in customer needs and behaviors.**
3. **Support the region in its recovery.**
4. **Identify opportunities for improvement and innovation.**
5. **Be agile and flexible in decision-making.**
6. **Provide clear, consistent, and intuitive communication.**

From these goals emerged a 10-point action plan for safe return to travel:

1. Enhancing cleaning and sanitizing: Efforts include sanitizing every vehicle at least twice a day; sanitizing high-touch surfaces on trains, buses, trolleys and facilities; reallocating resources to work around-the-clock cleaning, disinfecting, and overnight power washing all open stations; utilizing EPA recommended products. SEPTA is also improving air filtration on buses and trolleys by leaving roof hatches open for better airflow in good weather and changing air filters more frequently.

2. Testing and evaluating innovative cleaning solutions and procedures: We are coordinating with our industry peers and experts to test and evaluate emerging sanitizing technology. Only products and/or products that meet our rigorous testing standards will be added to SEPTA cleaning protocols.

3. Increasing and adapting Service: As shelter-in-place and business closure restrictions ease in the region, SEPTA has expanded service to reduce crowding and allow for social distancing. Schedules may be modified to spread service more equally throughout the day to accommodate those who can travel at less crowded times. View current schedules at *http://septa.org/schedules/.*

4. Requiring and providing facial coverings: As more people return to traveling on SEPTA, we want to make sure they feel safe and comfortable. All SEPTA employees are required to wear masks or face coverings. Riders are also required to wear masks not only to protect themselves but also other riders, operators, and train crews. The CDC recommends wearing cloth face coverings in public settings where other social distancing measures are difficult to maintain and riders have made it clear that requiring facial coverings is a priority for them to feel safe returning to riding public transit. Customers are encouraged to contact SEPTA Customer Service or Railroad Passenger Services for assistance in finding where to obtain a mask.

5. Social distancing initiatives: SEPTA has installed decals on seats and floors to indicate appropriate customer spacing. We're adding similar signage and indicators in stations and on platforms to remind customers to maintain a safe distance from one another. To give riders more room, SEPTA reintroduced longer articulated buses. We are asking customers to exit buses and trolleys from the rear doors to maintain a safe distance between operators and other riders who are boarding and paying their fares.

6. Prioritizing the health of our employees: SEPTA provides masks, neck gaiters, gloves, and hand sanitizer on an ongoing basis to every employee who needs them to ensure they have the required equipment. We have implemented social distancing protocols at all work locations including shops, districts, and crew facilities. Operator barriers were installed on all in-service vehicles to reduce their risk of exposure to the virus. SEPTA has implemented temperature checks and free COVID-19 testing for employees at various work locations.

7. Stepping up our communication to our customers: Our COVID microsite *http://septa.org/covid-19* provides up-to-date content and the latest information to our customers. We are also utilizing all our social media accounts on Facebook, Instagram, and Twitter to update customers on the latest SEPTA COVID announcements and service impacts. We are beginning the process of a full website overhaul to ensure we can update our website more quickly and in a more streamlined fashion in the future. Robust traditional communication channels via phone at 215-580-7800 and online webform are monitored during expanded business hours seven days per week.

8. Leveraging data and technology to improve the customer experience. SEPTA will soon be installing additional automatic passenger counters for all of our vehicles, which will allow us to provide real-time vehicle crowding information to customers. We're also developing new tools to improve real-time arrival information, including more accurate predicative arrival times. This enhanced information can help customers make more informed decisions on when, how and where to travel to avoid crowding.

9. More opportunity for contactless payment with Key. To reduce contact during our customers' travel experience, we are going to take advantage of the full functionality of our SEPTA Key Card. Minimizing use of cash for fare payment will protect both customers and employees. More details on all the convenient ways to obtain a key card can be found at *www.septa.org/key.*

10. Planning ahead for what's next: There are a few ways the next year could unfold, and we have to look at and prepare for a number of possibilities. This starts with scenario planning, which allows us to prepare for a number of outcomes quickly. Scenario Planning is a tool used to help guide decision-making against a broad range of possibilities, particularly in the face of a monumental crisis such as the current pandemic. It can provide an understanding of the potential spectrum of impacts and help define potential responses through different stages of crisis. SEPTA engaged an international management consulting firm with specific expertise in the transit industry, to help assess the range of potential crisis and recovery trajectories by incorporating various ridership impactors across a number of different themes.

CORPORATE STRATEGIC INITIATIVES

While the pandemic recovery timeline and the next new transportation technology or development may be unknown at this time, we have identified three Strategic Initiatives that will be at the core of SEPTA's ability to proactively adapt moving forward. Progressing these initiatives will provide SEPTA the foundation for an agile approach that responds to our customers and the changing needs of our region as we face the challenges that lie ahead

1) **Customer Experience:** Every single interaction with the public needs to be seamless to create a high-quality experience.
 - Initiatives:
 - **Streamline communication** functions within SEPTA to improve processes to ensure that clear, consistent and intuitive messages reach our customers.
 - **Update SEPTA's website** to provide more responsive design that exceeds currents best practices and provides users with the information they need when and how they need it – on mobile or desktop.

- **Create a wayfinding master plan** for SEPTA's Rail Transit Network that unifies the Broad Street Line, Market Frankford Line, Norristown High Speed Line, City Trolley (10 , 11, 13, 34, 36), Suburban Trolleys (101,102) and the Route 15 and treats them as one network with consistent standards.

2) Business Process Modernization: Continue to find opportunities to streamline processes and build an agile organization.

- Initiatives:
 - Progress **Efficiency Program** to identify target expense reductions and develop strategies to achieve savings.
 - Progress **data-driven decision-making** processes that allow SEPTA to make informed decisions quicker. This includes migrating to less-manual, more systematic data storage and analysis programs that create linkage between existing data sources and systems. Ultimately, better data sources and consistent analysis systems will allow SEPTA to be more responsive to changing conditions and ensure that services are meeting the needs of our region.

3) Planning for the Future: SEPTA will continue to be the core of the region's mobility – but what does that mean? We must face immediate challenges head-on.

- Initiatives:
 - Create a clear **Strategic Plan** that outlines a long-term vision and guiding principles for SEPTA based on extensive public engagement, analysis of ridership patterns, and changing mobility trends. The Strategic Plan will serve as the framework for decision-making that prioritizes projects and programs that meet the needs of the region as we move forward.
 - Develop a **network plan** for each of SEPTA's distinct networks: Bus, Rail Transit, and Regional Rail that build on the guiding principles identified through a new Strategic Plan with an extensive engagement process to create one unified transit system. This starts with progressing Comprehensive Business Network Redesign (CBNR) and developing master plans for both Regional Rail and the Rail Transit network.

CORPORATE BUSINESS INITIATIVES

Customer Experience Initiatives:

- Plan for next Customer Satisfaction Survey and implement action plans
- Advance SEPTA Key deployment, finishing roll out on Regional Rail, initiating CCT, and plan for "Key 2.0"
- In stations: Progress countdown clocks on Broad Street and Market-Frankford Lines, Intensify cleaning efforts across the system
- Continue partnerships to provide resources to vulnerable populations
- Prepare facilities and provide Ambassador support for major events, including Flower Show, Broad Street Run, and Welcome America
- Minimize customer disruption on major construction projects, including Southwest Connection, Trolley Blitz, 30th Street Station and 5th Street Station
- Revamp public website, *www.septa.org*

Regional Rail Network Initiatives:

- Infrastructure: Continue to advance construction of Elwyn to Wawa Restoration to a new station at Route 1 in Middletown; continue next phase of Regional Rail Stone Arch Bridge rehabilitation program, advance design and construction for 30th Street West Catenary replacement, complete phase 3 of the Southwest Connection Improvement Program
- Vehicles: Progress delivery of Multi-Level rail cars and continue to upgrade Frazer Yard to accommodate these vehicles
- Power: Advance overhaul of Lansdale, Hatboro, and 12th Street and Portal, Neshaminy, Bethayres and Yardley railroad substations
- Stations: Advance construction at Ardmore Transportation Center and Conshohocken station

Rail Transit Network Initiatives:

- Trolleys: Advance conceptual design efforts including Pole-to-Pan Conversion, Station Accessibility and Power Distribution Studies; develop Vehicle Specification; conduct trolley tunnel maintenance blitz
- Stations (CTD): Advance design of Tasker-Morris (BSL) and 11th Street; Advance construction at Susquehanna-Dauphin (BSL) and continue construction at 5th Street and 30th Street (MFL) Phase A and B; City Hall Station inter-station connections and structural work
- MFL: Advance capacity expansion projects, including interior seating reconfiguration
- NHSL King of Prussia Rail: Continue evaluating funding strategies to advance 30% Design

Bus Network Initiatives

- Vehicles: Complete delivery of 525 Hybrid-Electric Bus order; Initiate procurement of 10 Battery-Electric Buses
- Progress bus network redesign

CORPORATE BUSINESS INITIATIVES

Planning, Technology and Employee Support Initiatives:

- Continue to partner with the City of Philadelphia on the implementation of its "Connect" transportation plan
- Continue to implement Energy Action Plan
- Advance Ridership Growth Innovation Team initiatives
- Develop master plans for 69th Street Complex that address customer experience and capacity issues
- Continue to implement recommendations from the inventory management review
- Complete full deployment of Trapeze Ops software for Transportation Management
- Continue to implement PennDOT performance review action items and report on progress
- Continue to communicate the value of SEPTA to key stakeholders through economic impact analyses
- Advance implementation of Automatic Passenger Counters on Buses, Trolleys and Norristown High Speed Line rail cars
- Advance implementation of new Human Resources Information Systems suite and the replacement of other key Finance modules
- Implement Diversity and Inclusion Program
- Continue to implement employee facility improvement projects

Safety and Security Initiatives:

- Conduct "Make the Safe Choice" and "Never Too Busy For Safety" safety culture campaigns
- Continue to implement operator refresher safety training program
- Advance Communications-Based Train Control (CBTC) installation on Media-Sharon Hill Line
- Intensify focused campaign on track area falls
- Continue to advance track bumper replacement program
- Complete 3rd party vehicle inspections
- Implement recommendations from 3rd party review of roadway worker protection program
- Continue efforts to reduce signal violations on rail modes
- Continue installation of Bus Operator Shields, advance installation of Trolley Operator shields
- Advance construction of ventilation system improvements at Jefferson and Suburban Stations
- Advance Safety and Security improvements at Fern Rock Complex

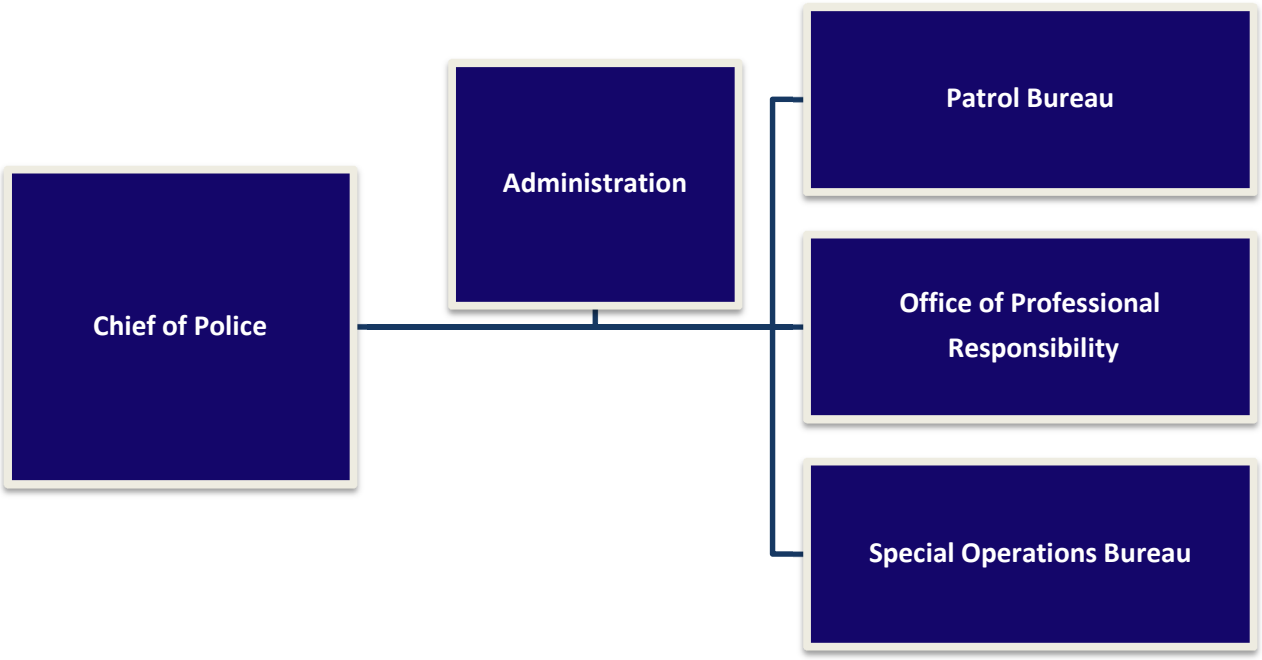


Transit Police

Transit Police

Overview

SEPTA's Transit Police are tasked with preventing and investigating crime; establishing an atmosphere of safety and security throughout each of our transit modes; and serving as public safety ambassadors for the transit system.

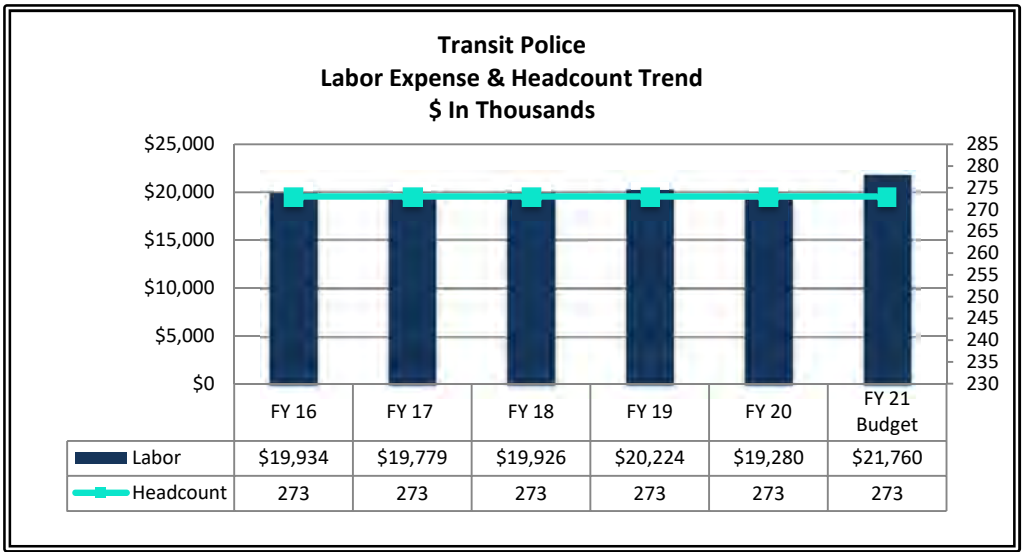


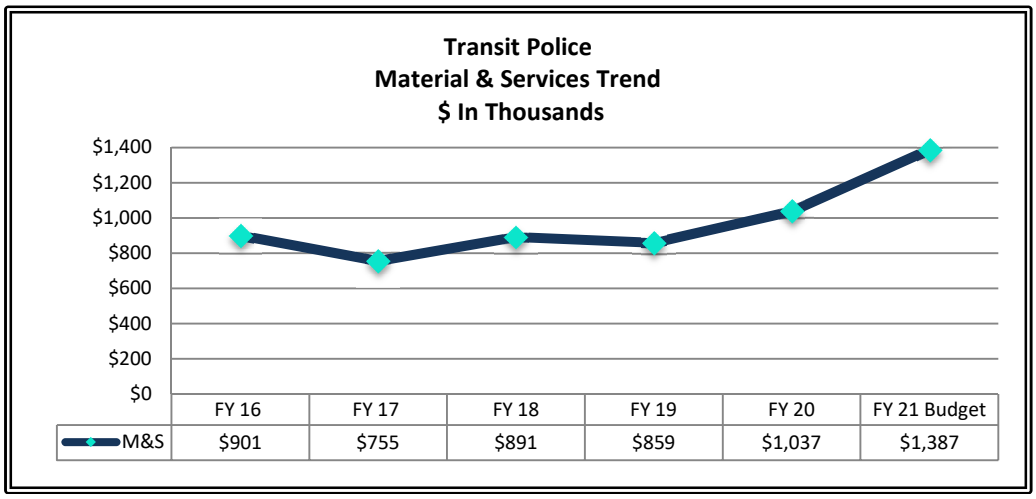
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Police	Total
Administration	10	9	19
Patrol Bureau	22	127	149
Office of Professional Responsibility	9	28	37
Special Operations Bureau	22	46	68
Total Headcount	**63**	**210**	**273**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 1,629	$ -	$ 1,629
Patrol Bureau	11,565	1,387	12,952
Office of Professional Responsibility	3,055	-	3,055
Special Operations Bureau	5,511	-	5,511
Total	**$ 21,760**	**$ 1,387**	**$ 23,147**





Principal Responsibilities

Patrol Bureau
Ensure a safe work and travel environment and enhance the quality of life through law enforcement and protection against crime. Manage the three Transit Police Districts and overnight shifts responsible for patrol (primarily in uniform) of the Broad Street Subway Line, Market-Frankford Line, trolley lines, Regional Rail, and all SEPTA stations and properties.

Office of Professional Responsibility
Ensure the delivery of professional police services, quality control and the continuing education of the department's members. Responsible for the investigation of Transit Police misconduct; management of the body camera program; training of members; recruitment; background investigations and records management.

Special Operations Bureau
Responsible for counterterrorism prevention, specialized emergency response/rescue, criminal investigations and radio communications. Manages SORT, VIPR, K9 operations, and respond to incidents requiring special weapons or equipment. Manages criminal investigation section, undercover operations, and communications.

SEPTA

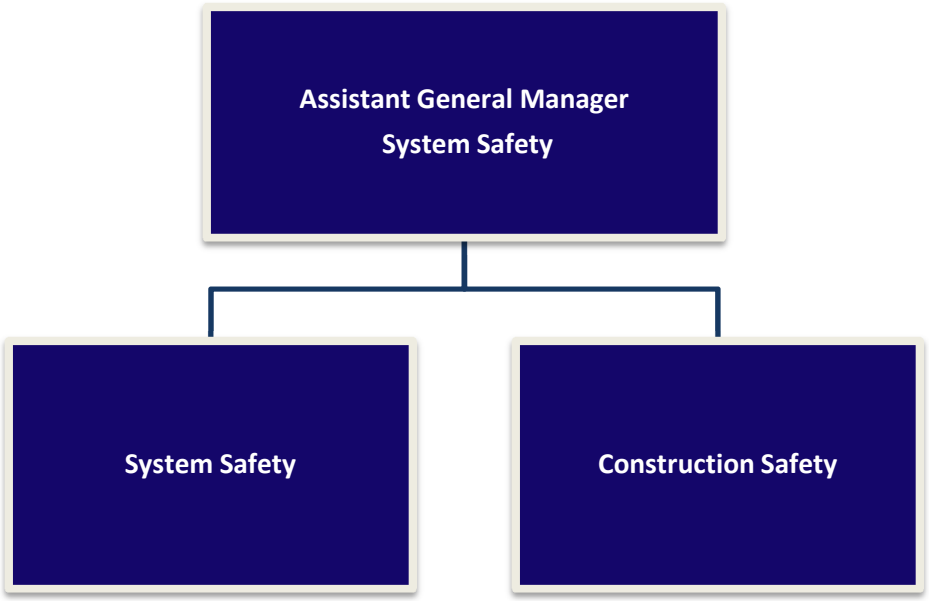


System Safety

System Safety

Overview

SEPTA's System Safety Division consists of a team of experienced safety professionals who are dedicated to ensuring and enhancing the safety of SEPTA's employees and customers. This Division serves as the corporate safety consultants for all employees to ensure regulatory compliance with a variety of safety and environmental regulations.



Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
System Safety	24	-	24
Construction Safety	-	-	-
Total Operating Headcount	**24**	**-**	**24**

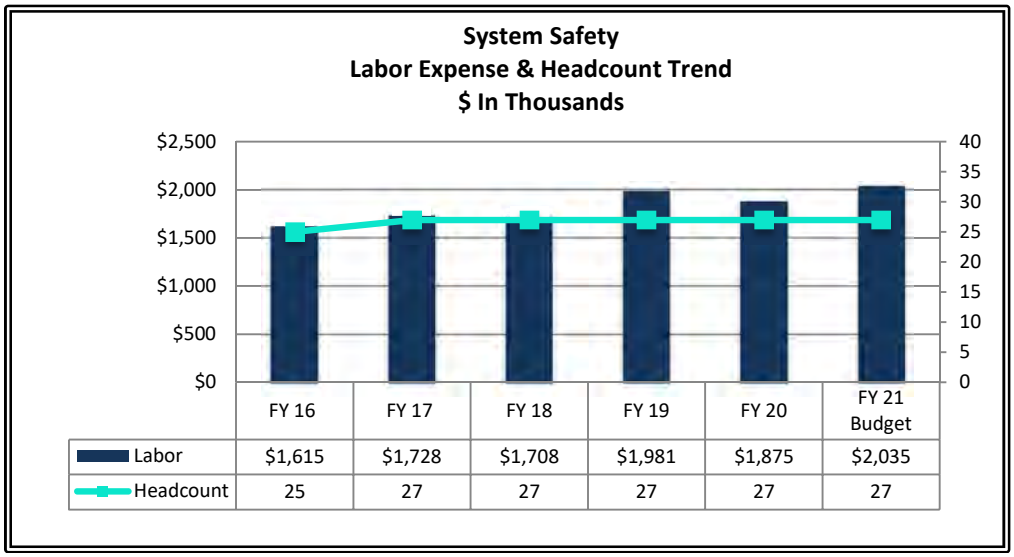
	CAPITAL HEADCOUNT		
	Mgmt.	Clerical	Total
System Safety	-	-	-
Construction Safety	3	-	3
Total Capital Headcount	**3**	**-**	**3**

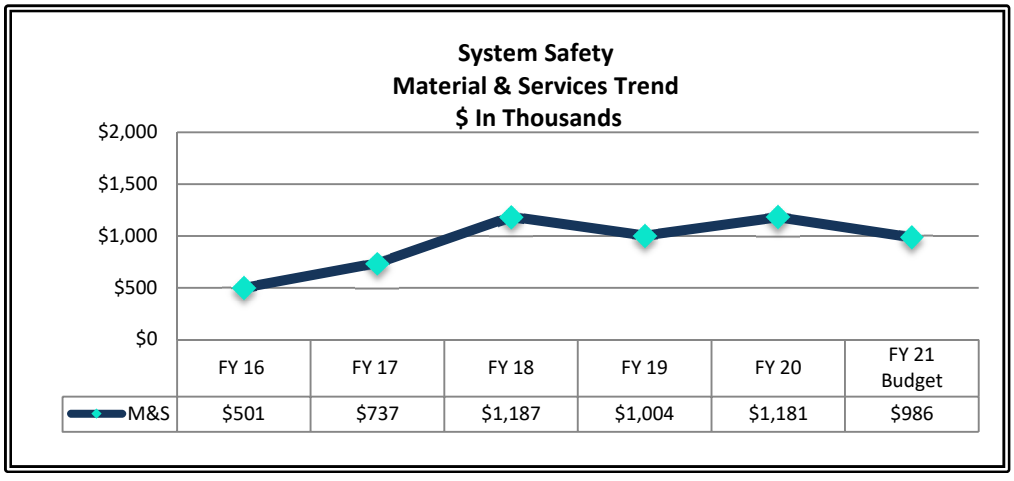
	TOTAL HEADCOUNT		
	Mgmt.	Clerical	Total
System Safety	24	-	24
Construction Safety	3	-	3
Total Headcount	**27**	**-**	**27**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
System Safety	$ 2,035	$ 986	$ 3,021
Total	**$ 2,035**	**$ 986**	**$ 3,021**





Note: The increase in FY 17 and FY 18 M&S Expenditures reflects third party services for safety training, testing, and consulting.

Principal Responsibilities

SYSTEM SAFETY

System Safety performs a wide range of tasks that are designed to ensure and enhance the safety of our employees, customers, and the community. These tasks include the following:

- Develop, implement, and maintain a Safety Management System as detailed in the Authority's Safety Plans.
- Coordinate all functions related to safety throughout the Authority, including the potential for environmental and workplace health exposures.
- Routinely perform an enhanced level of safety inspections and audits. In addition to major accident investigations, also conduct occupational injury investigations and safety/risk management assessments.
- Conduct fire drills and evacuation exercises at all Authority locations.
- Direct the activities of the Joint Health and Safety Committee (JHSC) and oversee the Location Safety Committee (LSC) process.
- Assist in the coordination of multi-departmental initiatives to promote and internalize safety as the Authority's top priority.
- Provide consultation and support in the areas of environmental compliance and management of SEPTA's environmental activities.
- Oversee Environmental Site Characterization Assessments, Phase I and II Property Acquisition Assessments, and Remediation Projects.
- Oversee the Authority's ISO 14001 Environmental and Sustainability Management System (ESMS).
- Manage the Property Conservation Program and the risk treatment process. Work to reduce risk exposure and implement effective risk control techniques at all Authority locations.
- Coordinate the collection and reporting of all safety statistics throughout the Authority and administer the reporting of those statistics to regulatory agencies.
- Conduct safety design reviews of SEPTA's capital construction projects.
- Conduct Safety Inspections and Audits of major Construction projects performed by both 3rd party contractors and SEPTA in-house forces.
- Serves as the Authority's Safety Liaison to various regulatory agencies; NTSB, FRA, FTA, EPA, PaDEP and PennDOT.

Fiscal Year 2021 Goals and Business Initiatives

GOALS	BUSINESS INITIATIVES
I. **Improve Employee Safety and Promote a Safe Work Environment**	a) Continue to lead employee-focused safety initiatives and safety awareness campaigns. b) Implement FRA-compliant System Safety Plan. c) Implement FTA-compliant Authority Safety Plan. d) Reduce employee Injuries by 5%. e) Reduce vehicle crashes by 10%. f) Reduce signal violations on rail modes by 10%.
II. **Increase Customer Safety Awareness**	a) Continue to lead customer-focused safety campaigns ("Make the Safe Choice", "Watch Their Step", "Respect the Train"). b) Explore technology based solutions to reduce vehicle accidents. c) Reduce customer related incidents (e.g. falls into the tracks, fatalities, knockdowns, grade crossing incidents. d) Roll out New Customer Safety Awareness Campaigns.
III. **Ensure Responsible Environmental Management Through the Authority's Environmental and Sustainability Management System Program**	a) Maintain ISO 14001 certification at Berridge Shop. b) Maintain ISO 14001 certification at Wayne Junction Shop. c) Reduce vehicle engine idling at shops, facilities, loops, and terminals. d) Reduce oil, fuel and coolant spills from vehicles. e) Reduce SEPTA's carbon emission foot print. f) Increase use of renewable energy sources.
IV. **Develop a Safety-First Culture**	a) Continue the transition to Safety Management System (SMS)-compliant safety programs as required by FTA. b) Utilize a data-driven approach to safety decision making. c) Continue to develop innovative ways to enhance the Authority's overall safety culture. d) Continue to enhance the number of Safety Training courses available to SEPTA employees. e) Continue to promote a grass roots approach to hazard identification and mitigation through Safety Committees, Training, and Supervisor involvement.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Improve Employee Safety and Promote a Safe Work Environment	• Implemented 55 different Safety Training Courses to assist over 8,000 employees in safety development. • Reduced workplace loss time injuries to a 10 year low. • Reduced falls from platforms by 7%. • Reduced bus knockdowns by 26%. • Reduced fatalities on the tracks by 5%. • Reduced grade crossing collisions by 46%.
II. Increase Customer Safety Awareness	• Customer Safety Day campaign held in FY 2020. • Safe Turn Alert system now installed in over 1,000 of SEPTA's bus fleet. • Partnered with Philadelphia's Vision Zero Campaign. • Conducted 11 Station Safety blitzes that reached over 39,000 customers. • Conducted 40 Operation Lifesaver presentations that reached over 5,700 customers. • SEPTA's Safety Bus was at 10 separate public events reaching over 3,200 customers.
III. Ensure Responsible Environmental Management Through a Comprehensive ESMS Program	• Berridge Shop ISO 14001 certification sustained and corrective action items being addressed. • Wayne Shop ISO 14001 certification sustained and corrective action items being addressed. • Safety Data Sheet (SDS) Electronic Tracking system (3E) is being utilized Authority wide. • Fume leak incidents inside revenue buses reduced by 27% from the previous year. • Anti-Idling Campaign for vehicle engines showing favorable reduction in fuel consumption and costs.
IV. Develop a Safety First Culture	• SEPTA's new Authority Safety Plan for Rail Transit, Bus and CCT being developed. Plans are complete and General Manager and Board Concurrence will be obtained by Fall 2020. • Data analysis has been enhanced with regular meetings with General Manager/Deputy General Manager as well as Monthly Management Reports generated. This process will fulfill the data acquisition component of FTA's future SMS regulation under 49 CFR 673/674. • Held two annual employee safety days. Educated employees on how to report hazards and discussed the successes of the location safety committees. • Held over 20 town hall meetings with all maintenance-of-way employees to discuss roadway worker safety practices and discussed any safety concerns that may exist.



SEPTA

Operations

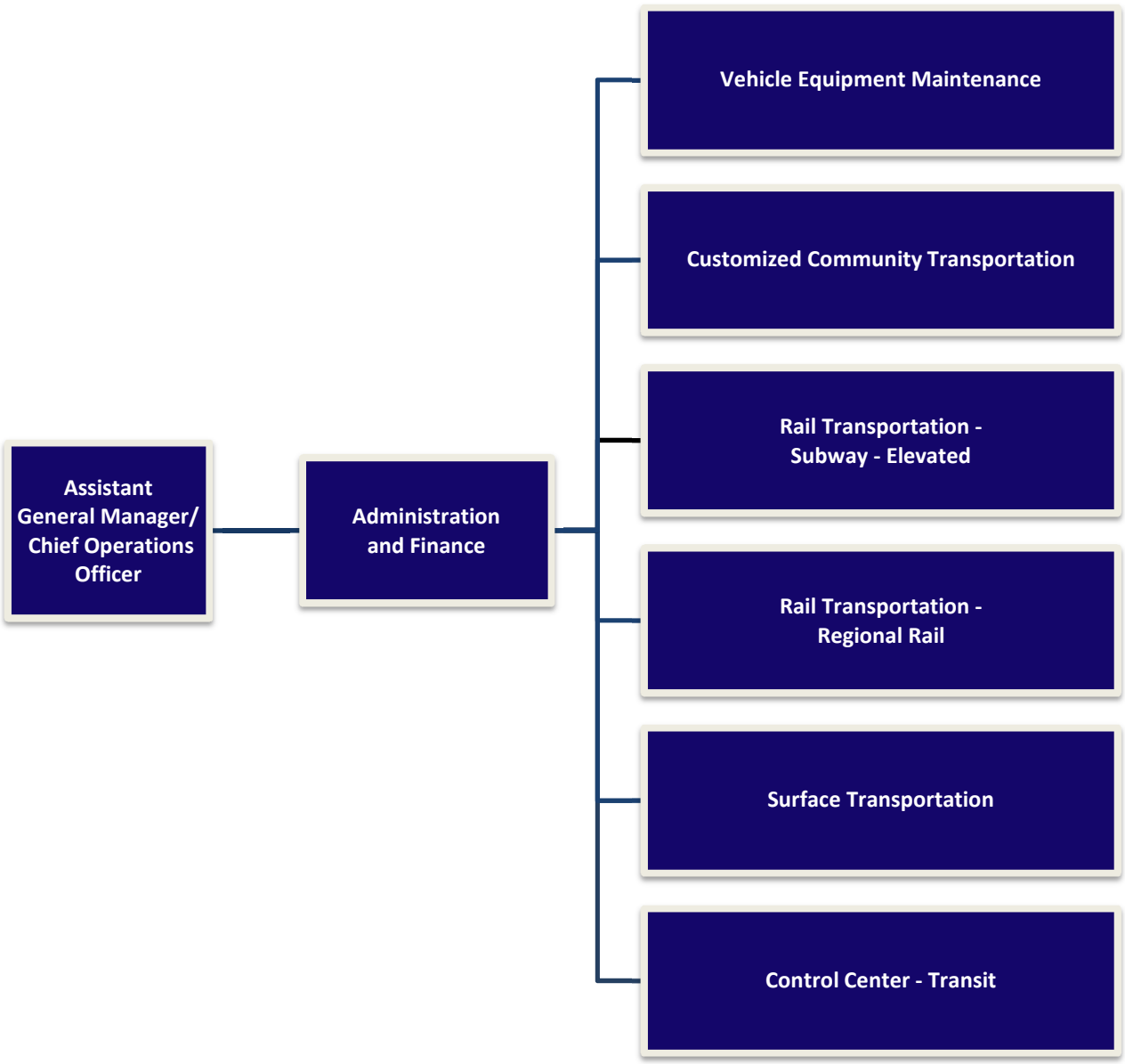
Return to
Table of Contents

Operations

Overview

The Operations Division includes the following departments: Vehicle Equipment Mainenance, Control Center – Transit, Customized Community Transportation (CCT), Rail Transportation, Surface Transportation, and Administration and Finance. The Division provides long term goals related to these areas of responsibility.

The Operations Division provided 223.5 million annual passenger trips in Fiscal Year 2020, while operating 89.8 million vehicle miles. Total passenger miles exceeded 980 million. The Division operates 2,873 revenue vehicles on 151 fixed routes, which have approximately 1,570 route miles and over 600 miles of track. The Operations Division also operates and provides service to 279 stations.



Headcount

	OPERATING HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Administration and Analysis	4	-	-	-	-	4
AGM Staff	8	-	-	-	-	8
Customized Community Transportation	92	-	-	24	-	116
Control Center - Transit	50	-	-	4	-	54
Rail Transportation – Subway-Elevated	97	3	182	175	320	777
Rail Transportation – Regional Rail	110	53	5	705	-	873
Surface Transportation	191	24	-	2,794	-	3,009
Vehicle Equipment Maintenance	170	33	1,538	-	-	1,741
Total Operating Headcount	**722**	**113**	**1,725**	**3,702**	**320**	**6,582**

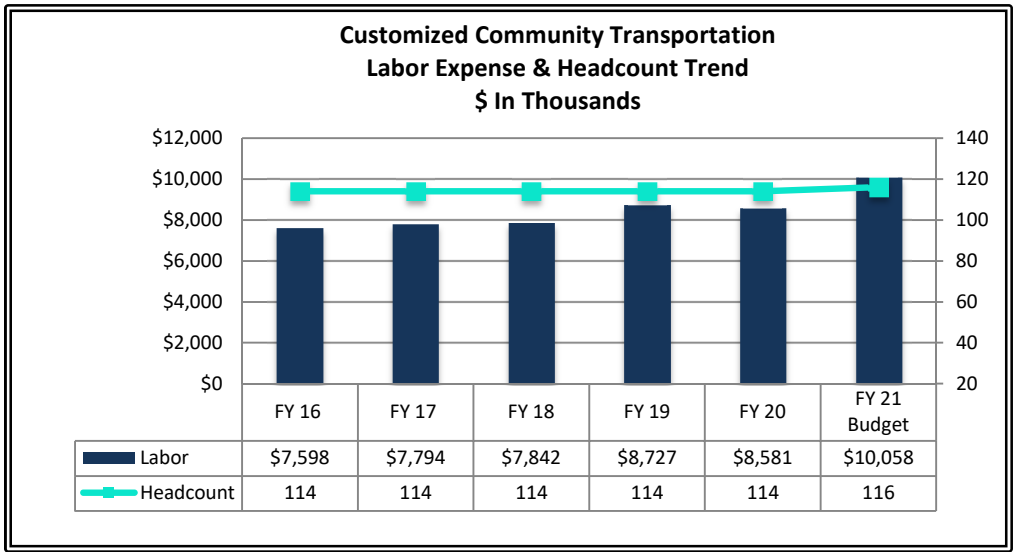
	CAPITAL HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Administration and Analysis	-	-	-	-	-	-
AGM Staff	-	-	-	-	-	-
Customized Community Transportation	-	-	-	-	-	-
Control Center - Transit	1	-	-	-	-	1
Rail Transportation – Subway-Elevated	1	-	-	-	-	1
Rail Transportation – Regional Rail	1	-	-	-	-	1
Surface Transportation	-	-	-	15	-	15
Vehicle Equipment Maintenance	26	1	227	-	-	254
Total Capital Headcount	**29**	**1**	**227**	**15**	**-**	**272**

	TOTAL HEADCOUNT					
	Mgmt.	Clerical	Maint.	Transp.	Cashier	Total
Administration and Analysis	4	-	-	-	-	4
AGM Staff	8	-	-	-	-	8
Customized Community Transportation	92	-	-	24	-	116
Control Center - Transit	51	-	-	4	-	55
Rail Transportation – Subway-Elevated	98	3	182	175	320	778
Rail Transportation – Regional Rail	111	53	5	705	-	874
Surface Transportation	191	24	-	2,809	-	3,024
Vehicle Equipment Maintenance	196	34	1,765	-	-	1,995
Total Headcount	**751**	**114**	**1,952**	**3,717**	**320**	**6,854**

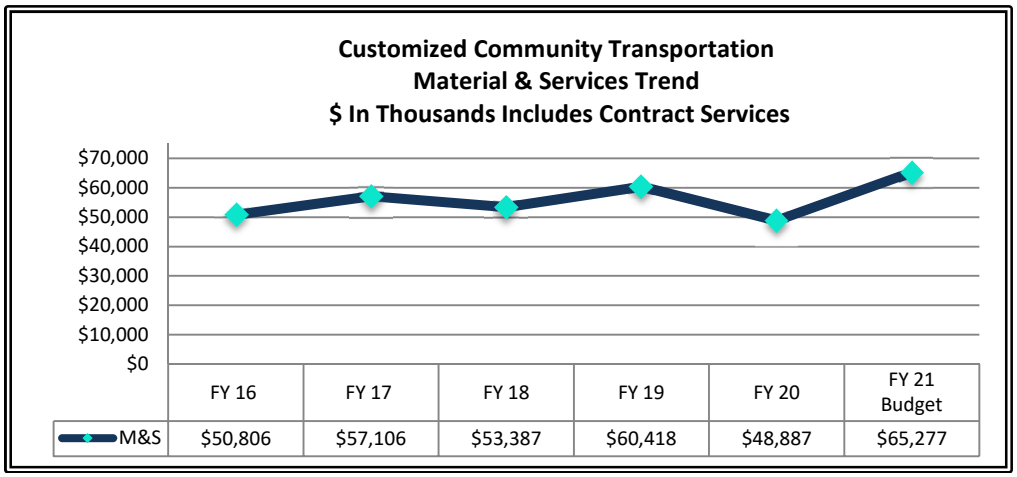
Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration and Analysis	$ 336	$ 271	$ 607
AGM Staff	1,234	10	1,244
Customized Community Transportation	10,058	6,777	16,835
Control Center - Transit	5,070	175	5,245
Rail Transportation – Subway-Elevated	56,116	1,211	57,327
Rail Transportation – Regional Rail	83,694	7,581	91,275
Surface Transportation	231,479	974	232,453
Vehicle Equipment Maintenance	124,666	49,709	174,375
Total	**$ 512,653**	**$ 66,708**	**$ 579,361**

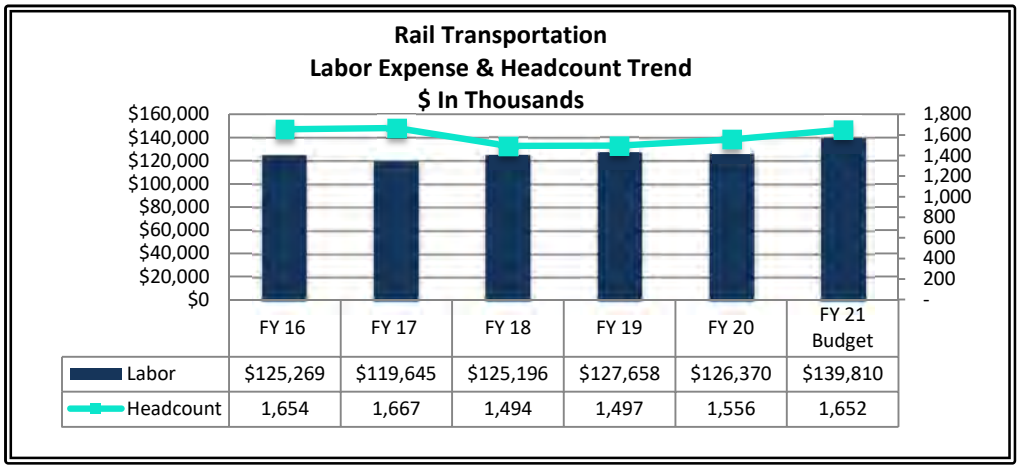


Note: FY 2019 increase was due to additional labor to support ADA/senior citizen eligibility screening utilizing part-time employees. FY 2020 decrease was due to a hiring freeze and other cost savings initiatives implemented in March 2020 resulting from the impact of the Covid-19 pandemic.



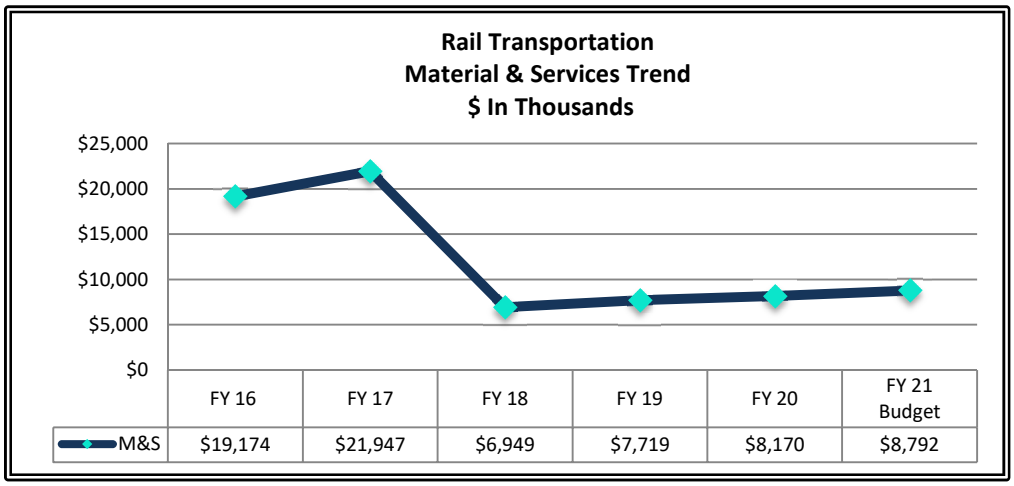
	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21 Budget
M&S	$50,806	$57,106	$53,387	$60,418	$48,887	$65,277

Note: Customized Community Transportation budget includes $58.5 million in ADA and Shared Ride contract services. FY 2020 costs were lower due to the Covid-19 pandemic's impact on ridership.



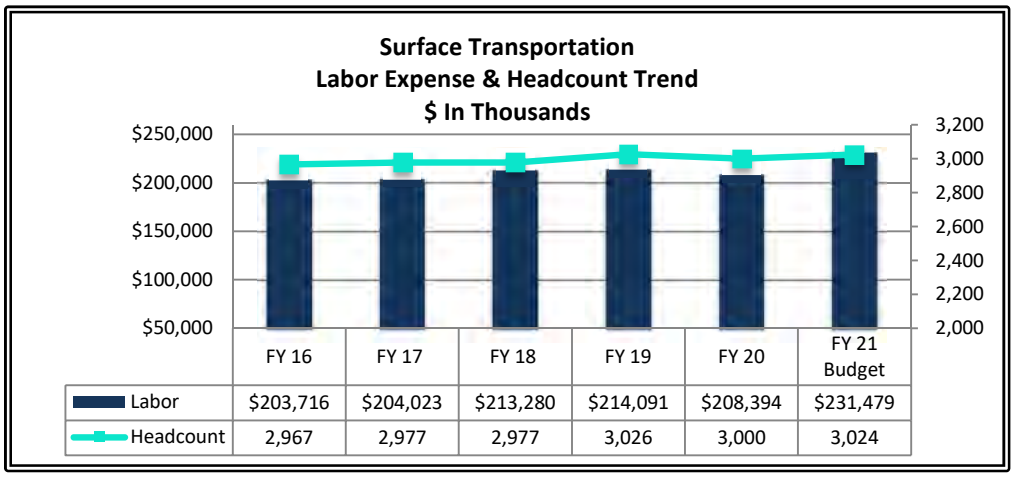
	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21 Budget
Labor	$125,269	$119,645	$125,196	$127,658	$126,370	$139,810
Headcount	1,654	1,667	1,494	1,497	1,556	1,652

Note: NPT Integration was transferred to New Payment Technologies in 2018 to report under the Deputy General Manager/Treas. FY 2020 costs were lower due to service reduction implemented during the pandemic.

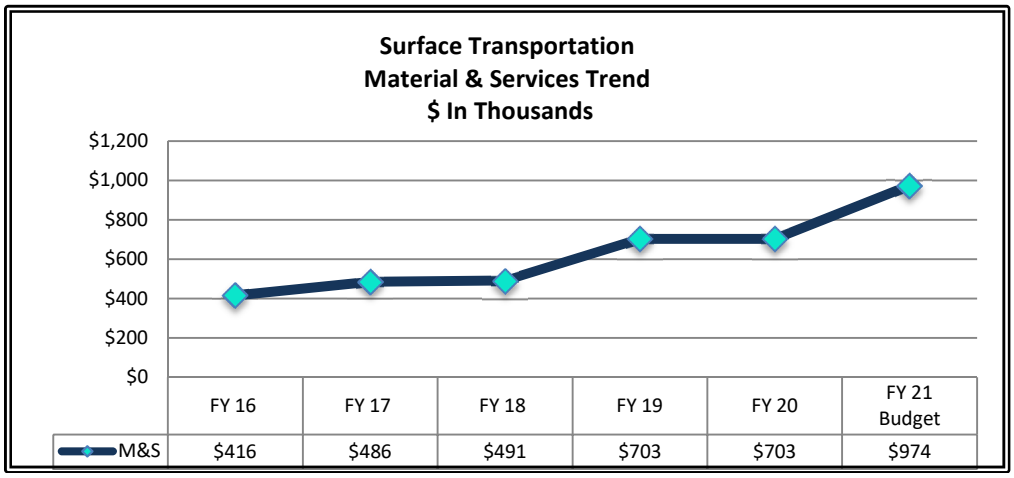


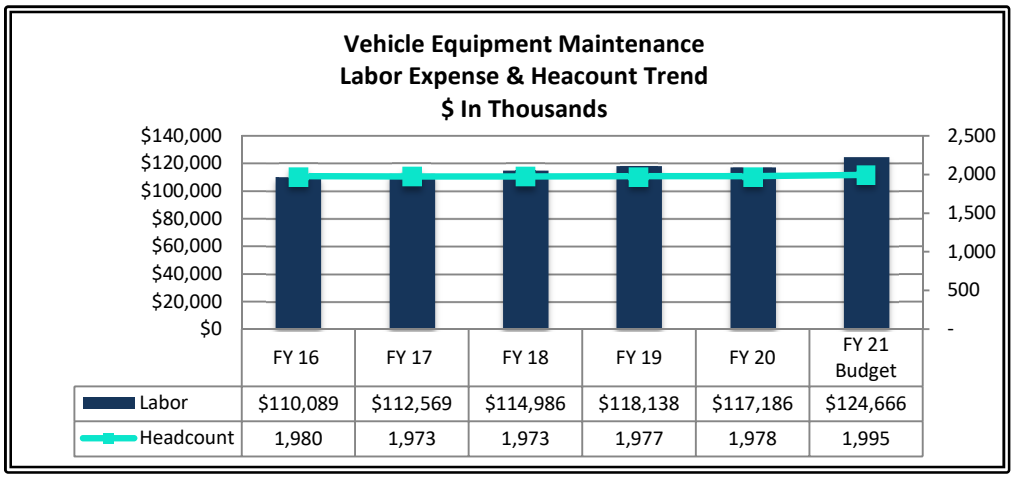
	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21 Budget
M&S	$19,174	$21,947	$6,949	$7,719	$8,170	$8,792

Note: Decrease in FY 2018 reflects New Payment Technologies transfer from Rail Transportation to the Deputy General Manager. FY 2020 and FY 2021 increase reflects higher 3rd party contract maintenance service costs.

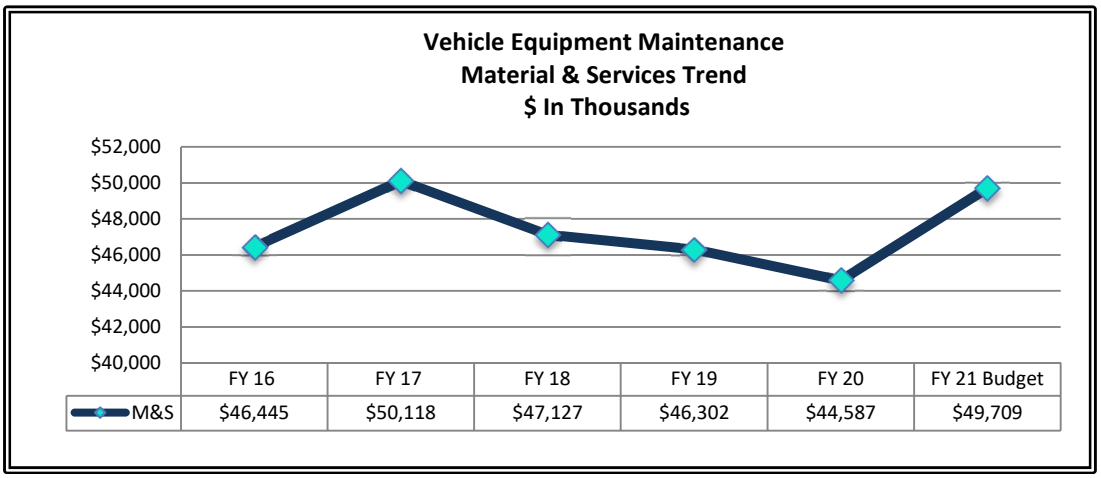


Note: Increase in FY 2019 headcount reflects Project and Control Center Coordination transfer of positions to Surface Transportation. FY 2020 headcount decrease reflects transfers to new Control Center – Transit Department partially offset by added bus operators to support the new Route 49 service. FY 2021 includes the addition of bus operator trainees.





Note: FY 2020 costs were lower due to cost saving initiatives implemented in mid-March when Covid-19 hit the region.



Note: FY 2020 costs were lower due to cost saving initiatives implemented in mid-March when Covid-19 hit the region.

Principal Responsibilities

ADMINISTRATION AND FINANCE
Coordinate and manage the administrative and financial activities for the Operations Division.

Cost Control
Coordinate the development, submission, and monitoring of Operating and Capital Budgets for the Operations Division.

Performance Statistics Control
Develop and monitor performance statistic goals for the Operations Division, which support SEPTA's mission and strategic goals.

Human Resource Administration
Manage the process of hiring personnel for the Operations Division in accordance with service requirements. Ensure compliance with SEPTA's Human Resources policies.

Customer Service
Process and expedite all customer correspondence routed through the Operations Division.

Record Retention
Coordinate compliance with record retention policies.

Special Projects
Coordinate all logistics and activities related to service interruptions, major sporting events and various other annual events, including the Philadelphia Flower Show and Philly Spring Clean-Up.

CUSTOMIZED COMMUNITY TRANSPORTATION (CCT)

Customized Community Transportation (CCT) is responsible for the operation of SEPTA's two demand response services, ADA Paratransit and Shared Ride Program transportation. This full service operation, from advance reservations and customer service to shared trip completion, operates under the name "CCT Connect". It coordinates development of Requests for Proposals to contract for private operation of new services and provides for the efficient administration of existing contract carrier operations.

CCT coordinates SEPTA's compliance with the Americans with Disabilities Act (ADA) as it pertains to service, equipment and facilities, advising other operating departments on implementing accessible fixed-route service and facility improvements. CCT also serves as liaison between SEPTA Divisions and the SEPTA Advisory Committee for Accessible Transportation (SAC).

CCT also administers eligibility screening for the following programs: PA Disability Transit ID, Senior Citizen Transit ID and Personal Care Attendants on Transit ID. In addition, CCT provides travel training by certified professionals to instruct people how to travel independently on public transportation. This service is offered one-to-one or as part of designed instruction for a group in partnership with several local universities and Philadelphia high schools. CCT oversees the Authority's customized small bus operations and public-private partnerships via its Contract Operations Department.

CCT CONNECT

ADA Services
Provide advance-reservation, ride-sharing paratransit service for eligible disabled riders in Bucks, Chester, Delaware, Montgomery, and Philadelphia counties.

Shared Ride Program (SRP)
Provide advance-reservation, ride-sharing transportation for Philadelphia County riders age 65 and older, regardless of income or disability status.

CONTRACT OPERATIONS

Breeze
Operates SEPTA's small bus service known as the Horsham "Breeze". This service provides transportation designed to meet the needs of employers in the Willow Grove and Horsham business centers. The Breeze operates weekday and Saturday service.

LUCY
Operates a fixed route bus loop in the University City area of West Philadelphia. The service is funded by subsidies from the University City District and operates weekday service only.

Cornwells Heights Shuttle
Operates a small bus shuttle within the 1,600-space park-and-ride lot at Cornwells Heights train station. Cornwells Heights operates weekday service only.

Contracted Services
Provides management oversight and compliance of contracts between SEPTA and third party providers of fixed route services. Currently, it oversees the Route 204 service (Eagleview-Paoli Station) which operates seven days a week.

CONTROL CENTER - TRANSIT
The Control Center – Transit is a centralized facility that manages the safe and efficient movement of subway/elevated, light rail trolley, and bus operations and provides customer service alerts to our passengers. All Control Center – Transit functions and associated equipment are located at SEPTA's 1234 Market Street headquarters on the 19th floor. The Control Center –Transit personnel are responsible for ensuring that SEPTA's established service levels are maintained 24 hours a day, 7 days a week.

RAIL TRANSPORTATION - REGIONAL RAIL
Oversee all transportation, Regional Rail control center operation, customer service, station operation and service planning for the railroad system. The Regional Rail system includes 280 route miles and 13 lines or branches. Approximately 780 trains service a total of 155 stations per average weekday.

RAIL TRANSPORTATION - SUBWAY-ELEVATED
Provides train service, customer service, and station cleaning services to the Market-Frankford and Broad Street Lines.

Subway-Elevated Services
The MFL operates 380 revenue trains each weekday between the Frankford Transportation Center and the 69th Street Terminal. The BSL operates 598 revenue trains each weekday between the Fern Rock Transportation Center and NRG Station as well as along the Ridge Avenue Spur. The stations group oversees the Customer Attendants who assist customers with fare instrument purchases and navigation of the Subway-Elevated system.

Subway-Elevated Custodial Services
The Subway-Elevated stations group oversees the cleaning of 28 Market-Frankford Subway-Elevated stations, 25 Broad Street Subway stations, and 8 trolley stations.

SURFACE TRANSPORTATION
Operates surface transit modes throughout the five county service area with service originating from nine operating locations in the region. Each operating district has full responsibility for transportation service of the transit fleet in that location.

The nine operating districts operate a total of 120 bus, 3 trolley bus routes, 8 trolley (light rail) routes, and 1 interurban high speed (heavy rail) line. It should be noted that the number of bus routes identified by operating district in this section differs from the total number reported elsewhere, due to 12 bus routes that are operated out of more than one district as operating conditions necessitate. The 9 operating districts in Surface Transportation are:

1. **Allegheny** - operates 9 bus routes
2. **Callowhill** - operates 12 bus routes, in addition to trolley (light rail) Routes 10 and 15
3. **Comly** - operates 16 bus routes
4. **Elmwood -** operates trolley (light rail) Routes 11, 13, 34, and 36
5. **Frankford** - operates 13 bus routes and 3 trolleybus routes
6. **Midvale** - operates 23 bus routes
7. **Southern** - operates 17 bus routes
8. **Frontier** - operates 22 bus routes
9. **Victory –** operates 20 bus routes, 2 trolley (light rail) Routes 101 and 102, and 1 heavy rail Route 100

VEHICLE MAINTENANCE

BUS MAINTENANCE
Performs all maintenance aspects for bus, trolley bus, and non-revenue generating fleets as well as bus and utility vehicle preventive maintenance overhauls at ten maintenance facilities and backshops.

RAIL MAINTENANCE

Rail Transit Maintenance

Performs all maintenance aspects for trolley, Norristown High Speed Line, and Subway-Elevated fleets as well as all rail vehicle preventive maintenance overhauls at eleven maintenance facilities and backshops.

Regional Rail Maintenance

Performs all maintenance aspects for the Regional Rail fleet as well as all Regional Rail vehicle preventive maintenance overhauls at five maintenance facilities.

Fiscal Year 2021 Goals and Business Initiatives

Fiscal Year 2021	BUSINESS INITIATIVES
I. Customer Experience	a) Support the City of Philadelphia's Transit Plan including full participation in the various CONNECTS committees and sub-committees. b) Use a multi-faceted approach to improving customer communications during delays, service interruptions, and detours including: • Improved service alerts from the Control Center Information Managers (CCIM) that are clear and concise. The alerts should be made often and include projections on when service will return to normal so that customers can make informed decisions. • Improve on-board communications between operators/crews and customers. Vehicle personnel should be giving verbal information to customers often and in the same manner as is being given by the Control Center. • Improve Rail Station and Bus Stop communication to customers. This includes information delivered by the CCIM's as well as information delivered via signs posted, personnel assigned to the area and audible announcements. • Ensure that CCIMs and Railroad Announcers are properly mixing automated announcements with live announcements during service delays and interruptions. • Achieve 100% compliance for "Route Detoured" display on bus destination signs for detoured routes. • Improve detour announcements by Surface Operators to 90%. • Develop a comprehensive template for informational wayfinding for each project or abnormal service incident. c) Improve wayfinding throughout the system d) Implement the Traveler Information System for CCT customers. e) Improve cleaning efforts throughout the system. • Support SEPTA's Cleaning Task Force in evaluating new products, new processes, and innovative technologies to improve cleaning of vehicles and stations. • Support SEPTA's Clean Air Task Force in evaluating new methods of air filtration in SEPTA's vehicles and facilities. • Develop and promote new standards of excellence for cleanliness on vehicles and in stations. Expand programs to address night and weekend service levels. f) Create and implement an operator/conductor sensitivity program for working with customers with disabilities. g) Monitor MDBF performance of all vehicle modes and aggressively address adverse trends as they arise. Look for opportunities to improve performance, including the review of best practices from other transit agencies. h) Continue to advance Action Plan to aggressively address areas of improvement identified by the 2018 Customer Satisfaction Survey.

Fiscal Year 2021 Goals and Business Initiatives (continued)

Fiscal Year 2021	BUSINESS INITIATIVES
I. Employee Development	a) Utilize the Employee Development Plans created in 2019 to develop succession plans and improve the manager's overall performance through training opportunities and creative professional development methods. b) Support the Women-In-Trades initiative. c) Develop improved training for new managers. d) Develop a phased three year plan for increasing mechanic staffing, taking into consideration the newly acquired locomotives, the arrival of the multi-level railcar fleet, and the increase in bus fleet size.
II. Rebuilding the System	a) Continue to evaluate ridership and customer travel patterns to develop improved service plans and rebuild ridership in the post-pandemic era. b) Continue efforts to improve Surface Bus reliability and increase ridership through participation in the Comprehensive Bus Network Redesign. c) Continue to support expanded capital construction activities across the Authority by providing vehicles for bus substitution efforts. d) Continue to implement Market-Frankford Line capacity enhancement initiatives, such as interior seating reconfiguration and conceptual study for 8-car platforms e) Support efforts to rebuild the trolley network through participation in the Trolley Modernization project. f) Support the King of Prussia Rail extension project.
III. SEPTA is a Business	a) Implement Phase 3 of Trapeze Ops within Surface and Subway/Elevated. b) Implement Train Plan scheduling software on Regional Rail. c) Support recycling efforts as well as other critical sustainability initiatives. d) Advance the bus and regional rail vehicle procurements.
IV. Safety as the Foundation	a) Successfully implement the Authority's Safety Management System (SMS) in compliance with FTA regulations and the State Safety Oversight Program. b) Follow through on the Operational Safety Improvement Program (OSIP). • Identify and mitigate hazards associated with the entire operation. c) Continue Installation of permanent operator security shields on the Surface fleet. d) Continue Market-Frankford Line bolster repair to achieve goal of 40 completed cars per year. e) Continue Implementation of audible bus turn warning system on bus fleet.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Customer Experience	a) Supported efforts to reduce fare evasion. Utilized multi-faceted approach including procedural changes, education and enforcement. b) Ensured that Surface Control Center Managers achieved 90% compliance with the prescribed response time for Request-to-Talk (≤5 minutes), Priority-Request-to-Talk(≤2 minutes), and Emergency Alarms (<1 minute) initiated by Surface Operators. c) Utilized scorecard to rate events within the City of Philadelphia when considering SEPTA Surface Operations detours and service alterations. d) Worked with the Office of Innovation and the Temple University Graduate Program in the formulation of ideas for improved data management of bus performance. e) Improved the effectiveness and participation in the SEPTA Advisory Committee for Accessible Transportation (SAC). f) Improved janitorial cleaning efforts throughout the system. • Regional Rail – Ensured that cleaning contractors are performing to established criteria. Regular meetings held with contractor management; Joint site visits; and utilization of an established scoring system. g) Engaged potential CCT Connect participants as well as the participants' caretakers and the general public in their typical environments to familiarize them with SEPTA's services and encouraged them to use SEPTA fixed-route services. Performed an average of 4 outreach events per month. h) Continued meeting with advocacy groups for customers with disabilities to ensure that those customers' needs are met and to foster understanding of SEPTA services. i) Discontinued Market Frankford Line A/B Skip Stop Service and increased service between 6:00PM and 8:00PM to boost service levels at stations experiencing ridership growth. j) Prepared facilities and provided Ambassador support for major special events, including: Philadelphia Flower Show and Broad Street Run. k) Supported installation of equipment on vehicles to provide real-time vehicle location. l) Continued improvement of fleet reliability.
II. Employee Development	a) Met regularly with the Recruitment and Training Departments to increase the pool of available candidates and to ensure an adequate supply of Operators, Cashiers, Maintenance Custodians, and Regional Rail conductors and engineers. Vacancies filled as quickly as possible. b) Visited all Rail Transportation operating locations to promote recruitment into supervisory and first-level management positions for hourly personnel. Monitored and reported the successes or challenges of the program as candidates progressed.

FY 2020 Goals	Accomplishments
II. Employee Development (continued)	c) Implemented new operator coaching and mentoring on Subway/Elevated. The program targeted new operators in their 60-day probationary period and included multiple ride-alongs by various Transportation Managers, AD's, and Directors as well as periodic visits with the AD's and Directors to review progress. d) Created a professional development plan for SAM Operations employees that included structured classroom training in both technical and soft skill development as well as practical application of learned concepts. e) Increased rate of participation of bus operators in refresher program to ensure 100% completion by the end of CY 2020. Continued refresher as a cyclical program offered to every operator once every three years. f) Improved employee engagement/satisfaction efforts through new campaigns and a greater awareness (24/7) of this goal by all managers. Established and promoted employee recognition programs and support the SEPTAcular peer-to-peer program. g) Proactively addressed organizational turnover. h) Continued incremental improvement to workforce diversity among the organization. i) Worked with Employee Development and Relations to develop and conduct workshops designed to increase and improve managers' expertise in contract compliance, discipline assessment, and grievance handling.
III. Rebuilding the System	a) Provided strong alternative service during construction efforts such as the Southwest Connection Improvement Program – Phases 1 and 2 and the Trolley Tunnel Blitz. b) Coordinated the impact of construction with alternate substitute transportation to minimize customer complaints and service disruptions.
IV. SEPTA is a Business	a) Implemented Phase 1 and 2 of Trapeze Ops within Surface and Subway/Elevated. b) Advanced the evaluation of innovative vehicle technologies, focusing on energy savings. c) Continued the conversion of incandescent to LED lights on all vehicle fleets. d) Continued to advance the following ongoing vehicle procurements: • 525 hybrid-electric buses • 225 paratransit vehicles • multi-level push-pull railcars e) Achieved key VOH production goals f) Provided support for Trolley Tunnel Blitz

FY 2020 Goals	Accomplishments
V. Safety as the Foundation	a) Followed through on the Operational Safety Improvement Program (OSIP). • Identified and mitigated hazards associated with the entire operation. b) Conducted Positive Train Control testing of foreign railroad engineers on SEPTA territory. Ensured that the system is fully functional and that each engineer is efficient in its use. c) Executed full-scale and tabletop exercises to: • Simulated train operations on BSL/MFL during Out-of-Service signal system conditions at Fern Rock • Trained field and Control Center managers on Incident Command System and handling inter-departmental emergencies. d) Conducted regular safety meetings and supported the Joint Health and Safety Committee (JHSC) Process. e) Analyzed movement of vehicles in all districts, shops and garages, particularly in the garage bays, and made recommendations to improve vehicle speed compliance. f) Enhanced the Vehicle Quality Assurance and Quality Control Program with focus on safety critical items. g) Reduced lost time injuries and accident rates by analyzing injury data to identify high risk areas.



SEPTA

Engineering, Maintenance and Construction

Return to
Table of Contents

Engineering, Maintenance and Construction

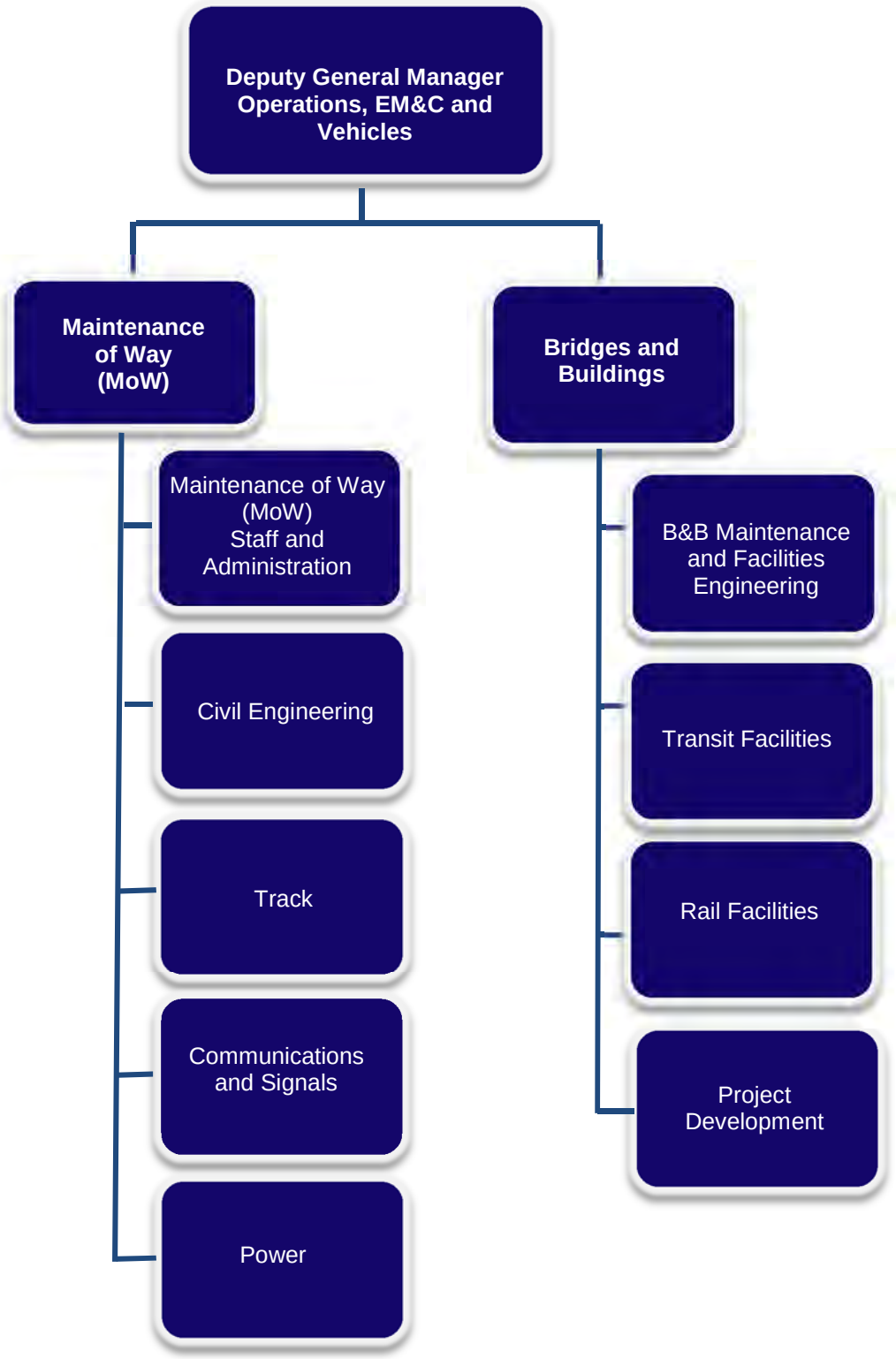
The Engineering, Maintenance and Construction (EM&C) Division is responsible for all engineering and maintenance related to the Authority's civil engineering, stations, buildings, bridges, track, communications, and signal and power systems. The Division is also responsible for capital construction of both transit and railroad facilities and right-of-way elements.

Headcount

	OPERATNG HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Maintenance of Way				
MoW–Staff and Administration	13	-	-	13
Civil Engineering	3	1	-	4
Track	33	6	234	273
Communications and Signals	28	38	139	205
Power	40	11	131	182
Bridges and Buildings (B&B)				
B&B Maintenance & Facilities Engineering	60	9	306	375
Transit Facilities	-	-	-	-
Rail Facilities	-	-	-	-
Project Development	-	-	-	-
Total Operating Headcount	**177**	**65**	**810**	**1,052**

	CAPITAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Maintenance of Way				
MoW–Staff and Administration	15	-	-	15
Civil Engineering	5	-	-	5
Track	18	-	127	145
Communications and Signals	15	5	42	62
Power	21	1	37	59
Bridges and Buildings (B&B)				
B&B Maintenance & Facilities Engineering	33	1	108	142
Transit Facilities	13	-	-	13
Rail Facilities	13	-	-	13
Project Development	10	-	-	10
Total Capital Headcount	**143**	**7**	**314**	**464**

	TOTAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Maintenance of Way				
MoW–Staff and Administration	28	-	-	28
Civil Engineering	8	1	-	9
Track	51	6	361	418
Communications and Signals	43	43	181	267
Power	61	12	168	241
Bridges and Buildings (B&B)				
B&B Maintenance & Facilities Engineering	93	10	414	517
Transit Facilities	13	-	-	13
Rail Facilities	13	-	-	13
Project Development	10	-	-	10
Total Headcount	**320**	**72**	**1,124**	**1,516**

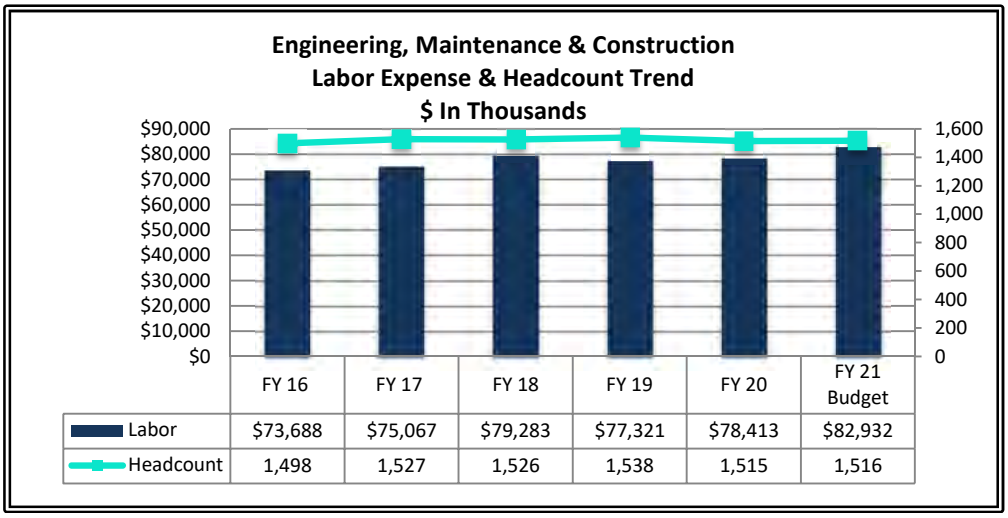

Deputy General Manager Operations, EM&C and Vehicles
Maintenance of Way (MoW)
Bridges and Buildings
Maintenance of Way (MoW) Staff and Administration
Civil Engineering
Track
Communications and Signals
Power
B&B Maintenance and Facilities Engineering
Transit Facilities
Rail Facilities
Project Development

Budget

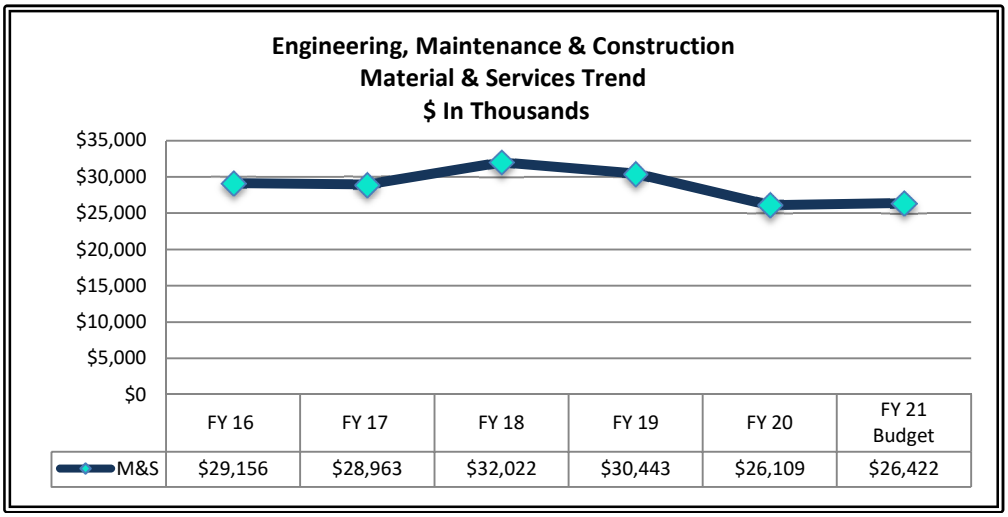
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Maintenance of Way (MoW)			
MoW-Staff and Administration	$ 1,085	$ 10,685	$ 11,770
Civil Engineering	291	95	386
Track	19,468	3,332	22,800
Communications and Signals	17,992	2,520	20,512
Power	14,601	1,600	16,201
Bridges and Buildings (B&B)			
B&B Maintenance & Facilities Engineering	29,180	8,183	37,363
Transit Facilities	223	4	227
Rail Facilities	39	3	42
Project Development	53	-	53
Total	**$ 82,932**	**$ 26,422**	**$ 109,354**

Note: Departments with minimal labor dollars are primarily funded through the Capital Budget.



Note: FY 2020 headcount and dollars reflects the transfer of the Real Estate and Strategic Initiatives departments to the Deputy General Manager Operations, EM&C and Vehicles. Cost reduction initiatives implemented in mid-March 2020 included a temporary hiring freeze and overtime restrictions which lowered labor costs.



Note: FY 2018 included unbudgeted facility maintenance costs that did not continue into FY 2019. FY 2020 and FY 2021 decrease reflects Real Estate and Strategic Initiatives transfer to Deputy General Manager Operations, EM&C and Vehicles.

Principal Responsibilities

MAINTENANCE OF WAY

Staff and Administration

Administration and Finance
Coordinate and manage the financial and administrative activities for the Engineering, Maintenance and Construction Division. Primary responsibilities include: the Division's operating budget; Infrastructure Safety Renewal Program (ISRP) development, analysis and reporting; Human Resource administration; Contract Management.

Planning and Coordination
Works with internal and external groups on track outages, special events, weather events and other issues that require an integrated response by the Control Center.

Civil Engineering
Provide civil engineering services for all maintenance and renewal projects. Provide coordination and oversight for public agency, utility, and private third party work on, over, or adjacent to SEPTA's right-of-ways.

Track
Perform inspection, maintenance, and reconstruction of track and right-of-way areas. Provide track engineering and design services for all maintenance and renewal projects. Operate Track Shop to support requirements for routine and specialty track design and fabrication. Operate Midvale Utility Group, which oversees the deployment of non-revenue and utility vehicles.

Communications and Signals
Perform regular inspection, testing, maintenance, and reconstruction of the signal system. Provide engineering and design services for all signals and communications maintenance and renewal projects. Perform all radio, telecommunications, and railroad communication maintenance. Manage the engineering and construction for capital projects involving communication and signals infrastructure.

Power
Perform regular inspection, maintenance, and reconstruction of electric traction and signal power systems and electrical infrastructure. Provide engineering and design services for all related maintenance and renewal projects. Manage engineering and construction for capital projects involving power and electrical infrastructure.

BRIDGES AND BUILDINGS

Bridges and Buildings Maintenance and Facilities Engineering
Provide structural, architectural, and mechanical engineering services. Perform all major force account construction projects and maintenance of stations, buildings, bridges, maintenance shops and electrical/mechanical infrastructure. Perform regular inspection of all bridges, tunnels, buildings, other structures, and fixed plant infrastructure.

Rail Facilities Capital Construction
Manage the engineering and construction of capital projects for fixed plant facilities, including improvements to stations, track, signals, bridges, and parking facilities for Regional Rail operations.

Transit Facilities Capital Construction
Manage the engineering and construction of capital projects for fixed plant facilities, including improvements to stations, maintenance facilities, and garages for transit operations.

Project Development
Develop conceptual designs, cost estimates, and Request for Proposal documents for design projects. Manage the awarded design projects through to completion of design phase. Provide cost estimating services for Divisional projects. Manage the coordinated advancement of construction on major projects such as the expansion of the Media/Elwyn Regional Rail line to Wawa.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **Rebuilding the System**	a) Control capital project spending by keeping costs within budget. b) Achieve targets for major capital project milestones for all architectural, engineering and construction projects. c) Pursue Project Control initiatives and General Engineering Consultant (GEC) contracts. d) Commence, advance, and complete all scheduled EM&C Division ISRP projects. e) Maintain State of Good Repair database to provide a capital asset inventory and an analysis of capital investment backlog and investment alternatives. f) Advance design and construction projects under Building the Future Program, including new traction power substations, bridge and viaduct replacements/rehabilitations, station improvements, and maintenance facility roof replacements.
II. **Sustainability**	a) Promote cost effective implementation of sustainability projects by incorporating Leadership in Energy and Environmental Design (LEED) and Energy Star design standards while adhering to budgets. b) Manage capital investments to reduce long term utility costs by completing energy efficient lighting improvement projects. Advance Guaranteed Energy Savings Projects (ESCO). Conduct energy audits to determine additional savings opportunities. c) Continue to improve material recycling programs at stations and operating locations. d) Continue the hardening of at risk infrastructure to combat severe weather events.
III. **Safety and Security**	a) Conduct internal and external Safety Days to focus on employee and rider/public safety issues. b) Advance system modernization projects including Media/Sharon Hill Positive Train Control, Regional Rail and transit substations, 30th Street to Arsenal (Southwest Connection) interlocking catenary, signals and interlocking improvements.

Fiscal Year 2021 Goals and Business Initiatives (continued)

FY 2021 GOALS	BUSINESS INITIATIVES
III. **Safety and Security (continued)**	c) Ensure ongoing infrastructure maintenance by ensuring strict compliance with all mandated standards, agency regulations and internal policies and procedures for rail and transit safety. Regular inspections and preventive maintenance to be performed in accordance with all codes, regulations and Original Equipment Manufacturer recommendations. d) Measure and monitor employee Injuries on Duty (IOD) lost time and establish target for future reductions. e) Mitigate COVID-19 impact by reinforcing guidelines recommended by the CDC.
IV. **Expand System Capacity**	a) Advance projects that support ridership growth. b) Advance Frazer Shop expansion to accommodate new locomotives and multi-level coaches, and Elwyn to Wawa Regional Rail service restoration.
V. **Customer Service**	a) Support customer service related operating and maintenance projects including: Regional Rail snow removal, cleanliness of facilities, loops, and stations, maintenance blitzes at multi-modal transportation centers, maintenance to elevators and escalators to meet reliability targets, timely response to Veritas reports/Customer Service issues, and the coordination of maintenance and construction activities to minimize track outages. b) Support customer service related capital projects such as construction at Susquehana-Dauphin and Tasker-Morris Stations, Wissahickon Transportation Center, and Ardmore Station.
VI. **New Technologies**	a) Pursue communications-based technological upgrades including wireless delivery of real time service information, cell phone access in SEPTA tunnels, Wi-Fi Internet access hotspots, and new asset management software.

Fiscal Year 2021 Goals and Business Initiatives (continued)

FY 2021 GOALS	BUSINESS INITIATIVES
VII. **Human Capital Development**	a) Minimize employee turnover and improve hiring process management. b) Implement and encourage employee training through a Rotational Training Program for new entry level professional engineers, an elevator/escalator maintenance apprentice program, and full utilization of internal management training seminars. Support the AIM training and succession planning program. c) Assist the Division's professional engineers in obtaining continuing education credits required to maintain Pennsylvania licensure. d) Continuously review and update the relevant skills qualification tests administered by Employee Development and Relations.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Rebuild the System	• Continued the design of Substation Program, Wayne Junction Static frequency converter and 30th St. West catenary replacement. • Continued the construction of Regional Rail Substations under contracts 1 and 2. • Completed the Woodland Avenue Bridge replacement.
II. Sustainability	• Advanced ESCO Projects. • Completed Combined Heat and Power Project.
III. Safety and Security	• Continued the design of grade separated pedestrian access and station improvements at Lawndale Station. • Continued the design of Security Improvements at Elmwood Shop.
IV. Expand System Capacity	• Advanced construction of Elwyn to Wawa service restoration project. • Advanced design for Frazer Shop and Yard Phase 3. • Advanced Preliminary Design for NHSL King of Prussia Line Extension.
V. Customer Service	• Completed ADA station improvements on the Market-Frankford Line at 15th Street, Arrott Transportation Center, and 30th Street Station Elevators. Completed station improvements at Levittown, Exton, and Secane on Regional Rail.

Fiscal Year 2020 Accomplishments (continued)

FY 2020 Goals	Accomplishments
VI. New Technologies	• Installed bridge monitoring program on three Media/Elwyn viaducts. • Asset Management Program implemented and Infrastructure Maintenance Management System departmental roll outs continued.
VII. Human Capital Development	• Rapid Assimilation Program for new EM&C SAM employees • Rotational Training Program for new entry level professional engineers • Supervising Hourly Employees Program • Tour de EM&C Program • AIM training program for Assistant Directors



Deputy General Manager/Treasurer

Deputy General Manager/Treasurer

Overview

The Deputy General Manager/Treasurer's Staff includes divisional assistant general managers and department heads who are responsible for various administrative functions that support the operations of the Authority.

The Deputy General Manager/Treasurer's Staff includes five departments that are reported upon in this section, namely Deputy General Manager/Treasurer Administration, Communications, Information Technology, New Payment Technologies, and Revenue Operations.

There are five divisions with assistant general managers who report within the Deputy General Manager/Treasurer Administration Department. The divisions they are responsible for include: Audit and Investigative Services, Employee Development/Relations, Finance, Human Resources, and Procurement, Supply Chain and Disadvantaged Business Enterprise. Details concerning these five divisions are summarized separately within this document.

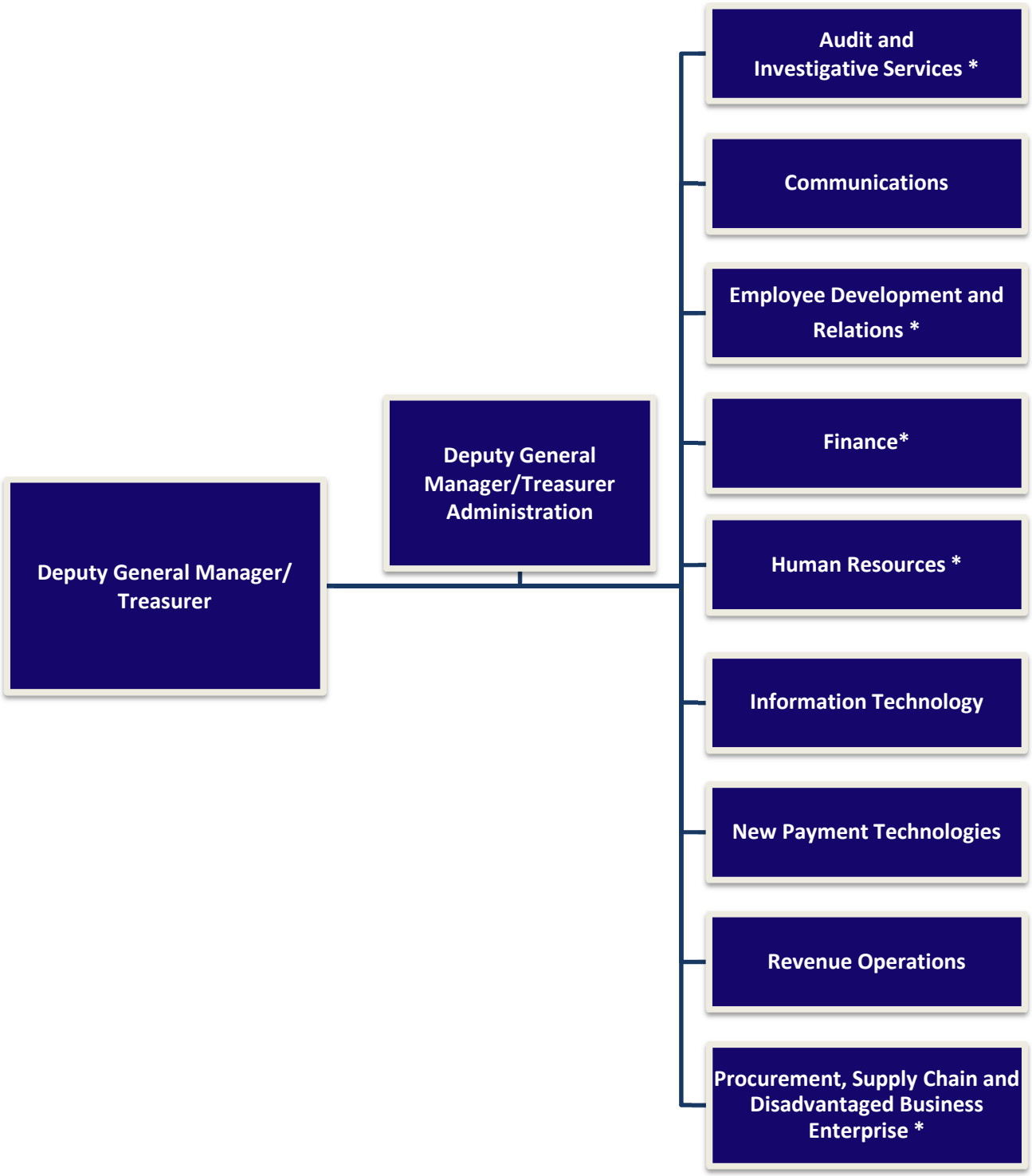
Headcount

OPERATING HEADCOUNT				
	Mgmt.	**Clerical**	**Maint.**	**Total**
Administration	9	-	-	9
Communications	10	5	3	18
Information Technology	68	5	-	73
New Payment Technologies	1	-	-	1
Revenue Operations	109	44	48	201
Total Operating Headcount	**197**	**54**	**51**	**302**

CAPITAL HEADCOUNT				
	Mgmt.	**Clerical**	**Maint.**	**Total**
Administration	1	-	-	1
Communications	-	-	-	-
Information Technology	-	-	-	-
New Payment Technologies	6	-	-	6
Revenue Operations	-	-	-	-
Total Capital Headcount	**7**	**-**	**-**	**7**

TOTAL HEADCOUNT				
	Mgmt.	**Clerical**	**Maint.**	**Total**
Administration	10	-	-	10
Communications	10	5	3	18
Information Technology	68	5	-	73
New Payment Technologies	7	-	-	7
Revenue Operations	109	44	48	201
Total Headcount	**204**	**54**	**51**	**309**

Deputy General Manager/Treasurer



The Deputy General Manager/Treasurer has five divisions and five departments that are direct reports.
*Indicates divisions which are reported separately in this document.

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 1,609	$ 20	$ 1,629
Communications	1,332	757	2,089
Information Technology	6,559	6,421	12,980
New Payment Technologies	126	12,848	12,974
Revenue Operations	14,154	18,859	33,013
Total	**$ 23,780**	**$ 38,905**	**$ 62,685**

Principal Responsibilities

COMMUNICATIONS
Responsibilities include internal and external communications, including the development of customer information, brochures, posters and notices, system signage, wayfinding information, and maps. Manages the content, graphics, navigation, and editorial content for SEPTA's public website and social media outlets. Develops new customer features and format for public website including real time service information and Smartphone apps. Responsible for the redesign and editorial content of the Authority's employee Intranet site and new employee electronic newsletter – *SEPTALife*. Also responsible for preparing testimony, speeches, articles, General Manager communications and other correspondence. Directs the Art in Transit program and manages Graphic Services, Printing Services, the Sign Shop, Fulfillment Services, Communications and Website Management.

Printing Services and Sign Shop
Serves as the internal print production operation for all Authority departments. Printing Services is responsible for printing approximately nine million transit schedules each year as well as customer brochures, posters, leaflets, maps, forms, corporate business cards, and stationery. The Sign Shop is responsible for producing facility and vehicle signs, decals, and banners, including system-wide transit stop signage.

Graphic Services
Provides creative concept, design, layout, and pre-production services for all departments for a variety of projects including brochures, leaflets, posters, transit passes, maps, signage, marketing, and sales materials. Responsible for graphic design of SEPTA's Internet and Intranet sites including specialty micro-sites.

Fulfillment Services
Provides direct mail service to customers, internal SEPTA departments and constituents requesting bulk distribution of transit schedules, customer service notices, and other brochures and leaflets produced by the Authority. Manages production contract for schedules not produced internally.

Communications and Website Management
Responsible for all customer and employee communications initiatives, including all SEPTA service and project related information using a variety of tools such as web, video, and social media. This unit is also responsible for the design, content, and management of the SEPTA website and social media tools.

INFORMATION TECHNOLOGY

Emerging & Specialty Technologies
Provides the short and long term strategy, direction, management and implementation of the core enterprise architecture and critical operations systems for the Authority. Manages new technologies and the support of Control Center specialty technology systems, real-time systems and public-facing applications. Responsible for the strategic design and development of advanced web applications to service SEPTA customers.

Application Delivery Services
Supports the development, integration, and implementation of new software systems to business units throughout the Authority. Responsible for the management and implementation of the Authority's Enterprise Resource Planning (ERP) Suite beginning with HRIS and including Finance, Payroll, and Purchasing legacy applications. Maintains and enhances existing systems Authority-wide. This section responds to application software problems.

Cyber Security
Manages and supports the effort of protecting customer and employee data from intrusion or data breach. Engages cyber security committee meetings with key stakeholders that focus on business applications, enterprise databases, operational systems, and fare collection to ensure protocols and procedures are in place to minimize the threat of intrusions, malware, and data breaches. Works with outside agencies and professional affiliations, including law enforcement, to aid in understanding new cyber security risks/threats and determining what remedies are available to protect and minimize the impact.

Infrastructure Services
Provides computer operations stability and access security on a 7-day/24-hour basis including problem management, disaster recovery, technical infrastructure management/support and change control. Maintains the technology infrastructure necessary for business critical systems, including: enterprise e-mail services, Internet/Intranet access, payroll, materials management, general accounting, operations control centers, disaster recovery and business continuity. Supports enterprise data communication systems and the entire personal computer environment. Sets standards for hardware and software used across the networks and installs, supports and maintains the entire data network infrastructure. Provides oversight and management of the SEPTA Key Back Office Technical Infrastructure.

Records Management
Responsible for developing and implementing records management systems throughout the Authority, including record retention schedules, storage, retrieval, digital archiving, and destruction protocols.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	INFORMATION TECHNOLOGY BUSINESS INITIATIVES
I. The Customer Experience	a) Continue to improve the administration of responding to customers and Customer Service via VERITAS and other reporting mechanisms of customer issues. Continue to work on failure analysis reports and failure response time to improve customer satisfaction. b) Identify and correct all revenue collections issues in an expedited manner. c) Collaboratively "Prepare for Service" during major special events such as: -Flower Show, sports events, etc. and provide revenue support with Sales Operations d) Finalize SEPTA Key rollout on Regional Rail. e) Complete CCT Integration with SEPTA Key. f) Upgrade and open 30th Street Amtrak 29th Street entrance.
II. Launch HRIS system to production mode	a) Complete the interview and documentation of workflow processes b) Test new application in development mode and make changes to fit organization processes c) Rollout first phase of HRIS – Employee Central and Applicant Tracking
III. Real-Time Travel Information	a) Continue the build out of more efficient real time tracking of vehicles (surface and rail). b) Complete the work needed to capture real time data for the MFL and BSS and present the real time information on the website, signage and mobile app
IV. Continue Upgrade of SEPTA Mobile App	a) Add parking feature to the SEPTA Mobile App for customer parking purchases b) Continue to develop the ability for mobile ticketing through the SEPTA Mobile App
V. Cyber Security Initiatives	a) Continue vulnerability and penetration tests of external network and server resources. b) Harden the SEPTA technical Infrastructure against cyber security attacks and malware attacks. c) Continue employee education regarding security procedures and security awareness.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Information Technology Accomplishments
I. **Improve SEPTA Mobile App**	• Completed Identifying issues with buses, worked with C&S and VEM on restoration and resolve of bus equipment issues • Eliminated "ghost buses" and continue move towards a "single app" by integrating SEPTA Key account information
II. **Add SEPTA Key features to the SEPTA Mobile App**	• Completed. Rolled out SEPTA Mobile App with SEPTA Key features in August 2019. Customers can login purchase products, autoload, use and add to travel wallet, review trip and order history
III. **Complete installation of Wi-Fi at all SEPTA employee locations**	• In Process. Equipment received in summer of 2019. Working with C&S on remote locations for WiFi coverage for diagnostics, vehicle video and employee business access.
IV. **Advance Cyber Security Innovation Team initiatives**	• Ongoing. Continued with internal phishing campaigns and related security training. Completed security review on newly acquired ACS-64 locomotives. SEPTA external network resources under security review now.
V. **Improve redundancy for servers, applications and networks on the SEPTA Technical Infrastructure**	• Added virtual servers and resilient networking to advance capabilities in high availability mode. Added second or backup Internet Service through Wyoming Avenue data center for redundancy for applications that are hosted outside the data center.
VI. **Complete the HRIS replacement purchase and begin implementation**	• Completed. HRIS vendor and solution selected. Currently working with vendor and the HR department on onboarding the new system.

NEW PAYMENT TECHNOLOGIES
Directs the multi-phase SEPTA Key Project to transform SEPTA's aging revenue collection system into a modern, efficient, and convenient system for customer payment and agency collection of fare revenue.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	NEW PAYMENT TECHNOLOGIES BUSINESS INITIATIVES
I. **Advance the SEPTA Key Program**	a) Continue to support the advancement of the Key Program, especially in Regional Rail. b) Work with Project Team and Operations to insure customer use of fareline facilities and revenue equipment is not adversely impacted during the Key Program equipment installations/testing. c) Support all construction projects on the system that will require adjustments to revenue collection procedures. d) Deploy bus loader handheld readers. e) Complete Regional Rail functionality including open lot parking and parking permits. f) Replace Smart Media Processors with EMV-compliant unit. g) Obtain PCI Certification. h) Complete AMTRAK/NJT integration with Key. i) Conduct pilot for PayGo functionality. j) Investigate replacement model for Regional Rail conductor handheld unit. k) Conduct pilot for student Key passes.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	New Payment Technologies Accomplishments
I. **Advance the SEPTA Key Program**	• SEPTA Key rollout on City and Suburban Transit is substantially complete.

REVENUE OPERATIONS

Revenue Transportation and Collections
Manages the collection, transportation, and deposit of passenger revenues and fare instruments. This includes, Surface operations revenue, Sub-EL operations revenue and Regional Rail open lot SEPTA Key revenue.

Revenue Services
Ensures timely processing, counting, and reconciliation of passenger revenue, as well as the distribution of fare instruments.

Revenue Equipment Maintenance
Performs preventive/corrective maintenance and overhaul of fare collection equipment and devices on all modes of transportation (Surface, Subway and Regional Rail).

Revenue Engineering
Provides engineering and design support for the revenue system including specifications, drawings, equipment modifications, and system upgrades.

Railroad Parking Equipment Maintenance and Servicing
Responsible for managing third party contractors for maintenance on legacy parking lot and garage equipment.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	REVENUE OPERATIONS BUSINESS INITIATIVES
I. **Evaluate and Update Revenue Operations Procedures**	a) With deployment of SEPTA Key, evaluate Revenue Operations procedures to ensure protection of Authority revenues. b) Update SEPTA Key Incident Response Plan. c) Support SEPTA Key ridership and revenue reporting.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Revenue Operations Accomplishments
I. Revenue Equipment	• Mean Time between Failure (MTBF) goals have been achieved on fareboxes and will continue to achieve and exceed MTBF goals for existing kiosks and turnstiles as this equipment has not been fully accepted by SEPTA. • Staff schedule adjustments were implemented to better identify and correct all revenue collections issues in an expedited manner. • All Regional Rail station validators and parking payment stations are installed.



SEPTA

Deputy General Manager/Operations, EM&C and Vehicles

Return to
Table of Contents

Overview

The Deputy General Manager/Operations, EM&C and Vehicles Staff includes a divisional assistant general manager and various department heads who are responsible for operational and administrative functions that support the operations, equipment, and infrastructure of the Authority.

The Deputy General Manager/Operations, EMC and Vehicles Staff includes four departments that are reported upon in this section, namely Deputy General Manager Direct Reports, Vehicle Engineering, Real Estate, and Strategic Initiatives.

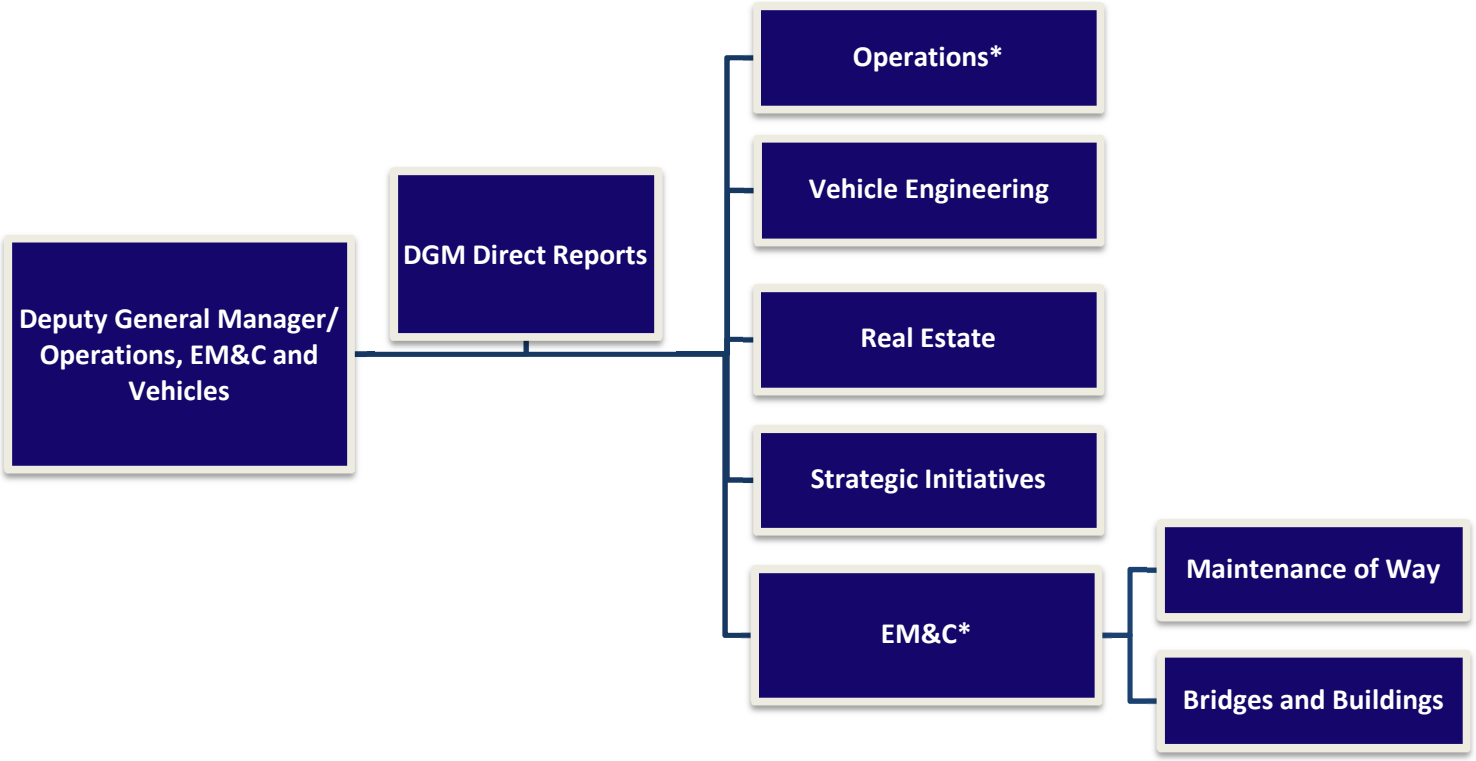
There are two major divisions that report to the Deputy General Manager/Operations, EM&C and Vehicles. The divisions they are responsible for include: EM&C and Operations. Details concerning these two divisions are summarized separately within this document.

Headcount

OPERATING HEADCOUNT				
	Mgmt.	**Clerical**	**Maint.**	**Total**
DGM Direct Reports	5	-	-	5
Vehicle Engineering	30	2	-	32
Real Estate	11	4	-	15
Strategic Initiatives	7	-	5	12
Total Operating Headcount	**53**	**6**	**5**	**64**

CAPITAL HEADCOUNT				
	Mgmt.	**Clerical**	**Maint.**	**Total**
DGM Direct Reports	1	-	-	1
Vehicle Engineering	34	2	-	36
Real Estate	-	-	-	-
Strategic Initiatives	14	-	-	14
Total Capital Headcount	**49**	**2**	**-**	**51**

TOTAL HEADCOUNT				
	Mgmt.	**Clerical**	**Maint.**	**Total**
DGM Direct Reports	6	-	-	6
Vehicle Engineering	64	4	-	68
Real Estate	11	4	-	15
Strategic Initiatives	21	-	5	26
Total Headcount	**102**	**8**	**5**	**115**



The Deputy General Manager/Operations, EM&C and Vehicles has two divisions and four departments that are direct reports.
*Indicates divisions which are reported separately in this document.

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
DGM Direct Reports	$ 786	$ 48	$ 834
Vehicle Engineering	3,237	2,882	6,119
Real Estate	1,064	4,091	5,155
Strategic Initiatives	829	36	865
Total	**$ 5,916**	**$ 7,057**	**$ 12,973**

Principal Responsibilities

VEHICLE ENGINEERING

BUS VEHICLE ENGINEERING

Oversees the engineering for bus, trolleybus, and non-revenue generating vehicle fleets. Responsible for the acquisition of new fleets of vehicles including bus, CCT, and utility vehicles.

Engineering
Provides all engineering support including specifications, drawings, vehicle modifications, and system upgrades for all bus fleets. Investigates and resolves bus and fleet technical issues. Support is provided to heavy maintenance facilities and CCT vehicle maintenance.

New Vehicles
Oversees the purchase of all new bus, trolleybus, CCT, and utility vehicles. Manages the procurement, production, inspection, acceptance, and contract deliverables (e.g. spare parts, manuals, and warranty administration) for various automotive vehicle contracts.

RAIL VEHICLE ENGINEERING

Oversees the engineering for light rail, subway-elevated, and Regional Rail fleets and is responsible for all new rail vehicle acquisitions.

Engineering
Provides all engineering support including specifications, drawings, vehicle modifications, and system upgrades for all rail fleets. Investigates and resolves rail fleet technical issues. Support is provided to heavy maintenance facilities.

New Vehicles
Oversees the purchase of all new rail vehicles. Manages the procurement, production, inspection, acceptance, and contract deliverables (e.g. spare parts, manuals, and warranty administration) for various rail vehicle contracts.

REAL ESTATE

Property Development and Acquisition

This unit within the Real Estate Department manages real property transactions dealings on behalf of the Authority, including carrying-out activities pertaining to the acquisition, development, leasing, and sale of SEPTA-owned properties. Department staff also works with external parties in the joint development of SEPTA owned or controlled properties, perform needs assessment, market research and valuation to secure large warehouse agreements, undertaking of public improvements, management of existing revenue agreements and the establishment of new revenue generating utility occupancy arrangements, and the transaction of land, property rights and facility acquisitions that provide for and support infrastructure and ridership enhancements.

Headquarters' Support Services Management/Administration

This unit oversees office space planning, design and implementation, and day-to-day facilities management (performed by third party contractors) for SEPTA Headquarters' at 1234 Market Street. Unit Staff acts as liaison with contracted building operations management and SEPTA in-house labor. Coordinating the utilization of pool vehicles and the administration of all contracted vendateria services are also conducted by the Staff of this unit.

Mail and Document Reproduction Services

This unit manages the operation of the mail room and the performance of mail services in compliance with the applicable labor contract and U.S. Postal requirements. Staff also oversee and manage centralized document reproduction services.

STRATEGIC INITIATIVES

Oversees key multi-divisional initiatives and departmental functions, including: SEPTA's Asset Management program; Project Control; Support Services; Interagency Coordination focusing on the Northeast Corridor Commission; and implementation of new multi-divisional initiatives.

Asset Management

Asset Management is responsible for the implementation of the Asset Management Program in accordance with FTA requirements. The department provides stewardship of SEPTA's Asset Management Plan and decision support tools. This group is also responsible for the analysis and reporting of condition and performance data for fleet and infrastructure, development of asset management strategies and long range plans, and facilitating the implementation of software systems to support these efforts.

Project Control

Project Control provides budgeting, cost control, scheduling, claims management, and capital program systems support to project management staff. Responsible for the centralized monitoring and reporting of SEPTA's Capital Spending Program, including the publication of the monthly Capital Performance Report and the annual Capital Spending Forecast.

Support Services

Support Services manages and supports external and internal customer service efforts ensuring that all EM&C departments are responsive, aware of, and sensitive to issues affecting customers, neighbors, and stakeholders. Responsible for serving as a liaison with all external and internal customers outside EM&C. Support Services also provides ongoing maintenance of employee locations that have received Facilities Improvement Team (FIT) remodels, ensuring that this substantial investment in workplace quality and morale is continually improved throughout the Authority.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. Vehicle Engineering	• Support planning and preliminary engineering efforts for the trolley modernization program and the procurement of electric work cars • Continue to implement Market-Frankford Line capacity enhancement initiatives, such as interior seating • Advance the following ongoing vehicle procurements: - Complete delivery of 525 hybrid bus order with New Flyer - 10 additional battery-electric buses 45 multi-level push-pull rail cars for Regional Rail - Complete delivery of 225 CCT Paratransit vehicles • Expedite Frazer Shop Improvement Program to prepare for new multi-level railcar fleet
II. Real Estate	• Continue the acquisition, development, leasing, and sale of SEPTA-owned properties • Evaluate opportunities for Transit Oriented Development and other public-private partnerships
III. Strategic Initiatives	• Monitor and report on capital budgets and schedules to proactively address any potential issues • Maintain State of Good Repair database to provide a capital asset inventory and an analysis of capital investment backlog and investment initiatives • Support customer service in responding to operations and infrastructure inquiries • Enhance existing SEPTA software support tools for capital project management

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Vehicle Engineering	• Supported the modernization of the CBTC (Communications-Based Train Control) system on the MSHL • Developed the Fleet Management Plan and monitored its effectiveness towards maximizing the utilization of all fleets • Managed warranty compliance in specifications for SEPTA's new bus procurement contracts with OEMs and suppliers. • Advanced the evaluation of innovative vehicle technologies, focusing on energy savings • Continued the conversion of incandescent to LED lights on all vehicle fleets • Researched vehicle material upgrades to increase fleet durability and reliability
II. Real Estate	• Stone Arch Bridge Culverts Project- Acquired 11 temporary construction easements • Advanced ESCO Projects • Advanced review of existing pipe and wire term agreements to determine additional revenue opportunities • 30th Street Headhouse Project and Ardmore Station Easement Acquisitions • 69th Street Garage Project Property Acquisition from PADOT • ELWYN-WAWA Restoration Project – Acquired 7 permanent slope easements • Established new Emergency Safety procedures at 1234 Market Street Headquarters • Established COVID-19 safety procedures in accordance with CDC guidelines at 1234 Market Street
III. Strategic Initiatives	• Completed monthly project budget and schedule reports • Maintained the State of Good Repair database and initiated asset condition updated • Supported customer service in responding to operations and infrastructure inquiries



Finance

Finance

Overview

The Finance Division develops and then monitors results for the Authority's Operating and Capital Budgets, and federal, state, and local grants. The Division oversees all financial services, including the preparation of monthly and annual financial statements for outside stakeholders as well as the management of advertising contracts.

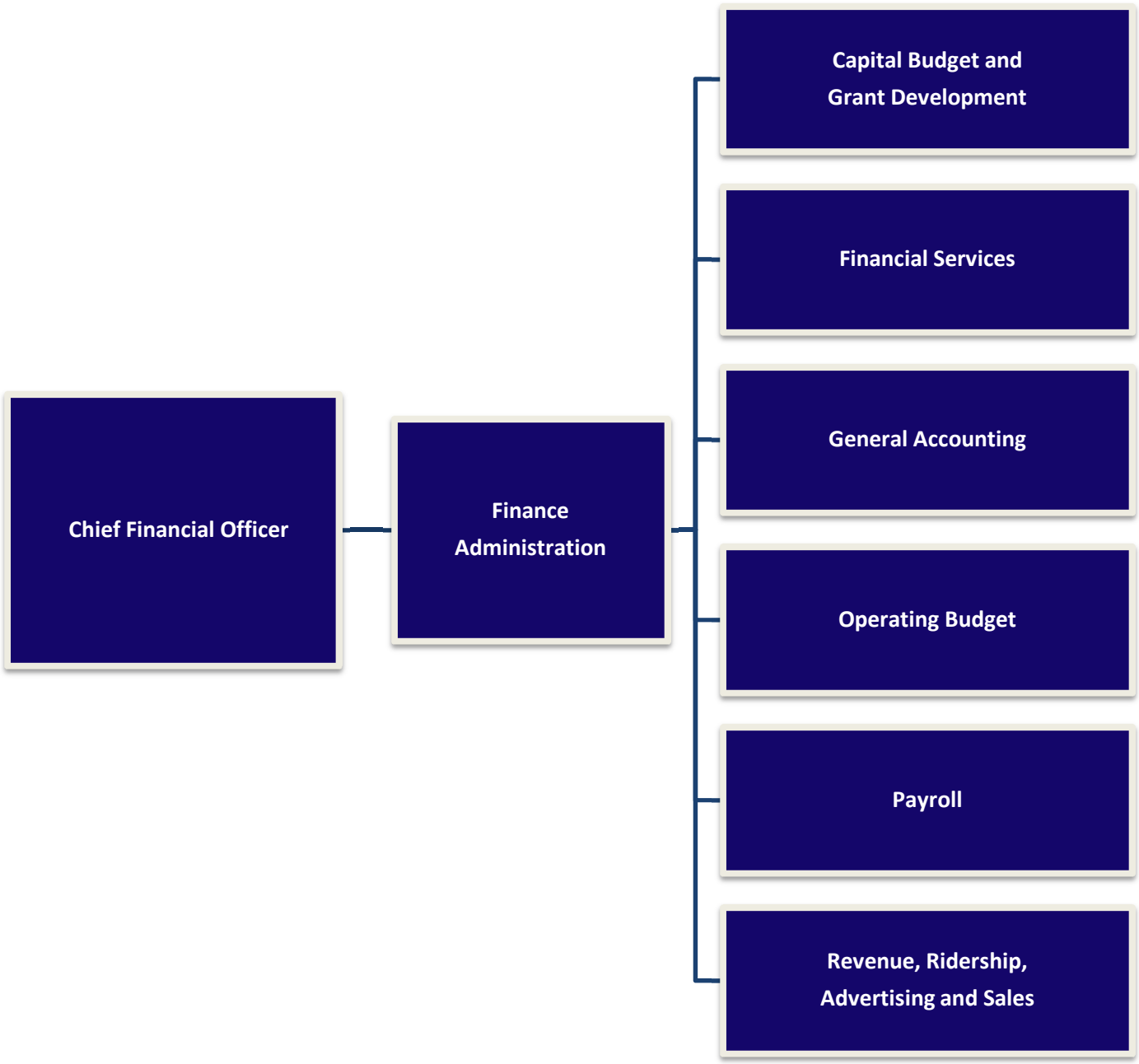
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	6	-	6
Capital Budget and Grant Development	7	-	7
Financial Services	23	8	31
General Accounting	9	2	11
Operating Budget	9	-	9
Payroll	4	2	6
Revenue, Ridership, Advertising and Sales	26	26	52
Total Operating Headcount	**84**	**38**	**122**

	CAPITAL HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	-	-	-
Capital Budget and Grant Development	1	-	1
Financial Services	-	-	-
General Accounting	-	-	-
Operating Budget	-	-	-
Payroll	-	-	-
Revenue, Ridership, Advertising and Sales	1	-	1
Total Capital Headcount	**2**	**-**	**2**

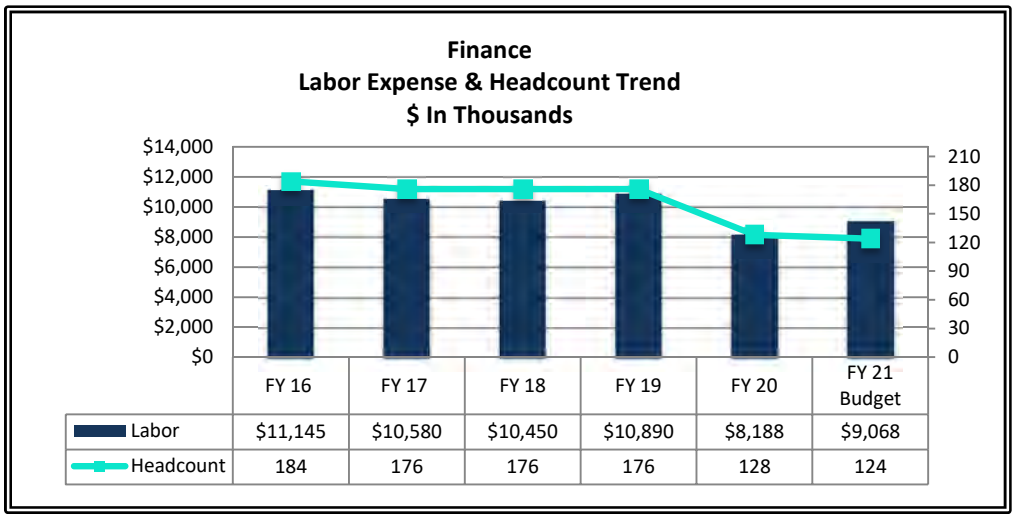
	TOTAL HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	6	-	6
Capital Budget and Grant Development	8	-	8
Financial Services	23	8	31
General Accounting	9	2	11
Operating Budget	9	-	9
Payroll	4	2	6
Revenue, Ridership, Advertising and Sales	27	26	53
Total Headcount	**86**	**38**	**124**

Finance

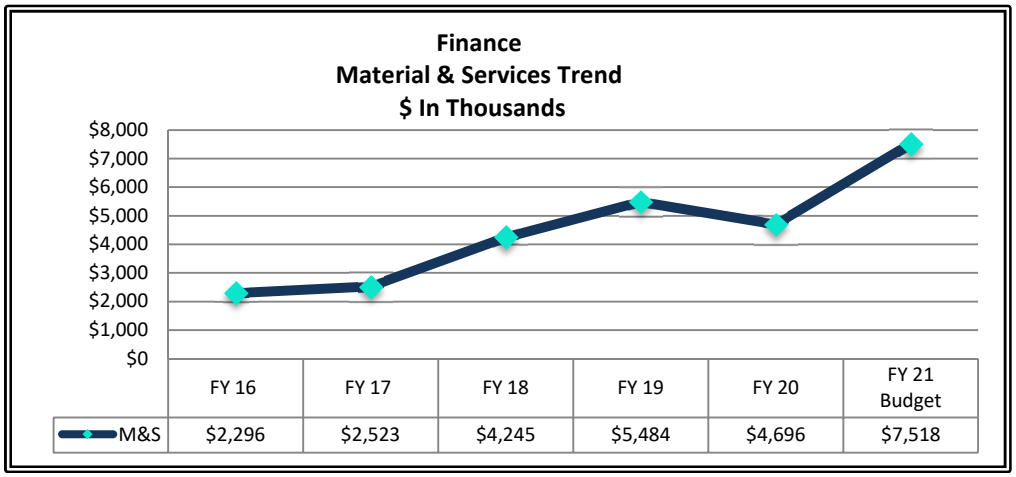

Chief Financial Officer
Finance Administration
Capital Budget and Grant Development
Financial Services
General Accounting
Operating Budget
Payroll
Revenue, Ridership, Advertising and Sales

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 844	$ 10	$ 854
Capital Budget and Grant Development	534	3	537
Financial Services	2,231	666	2,897
General Accounting	809	317	1,126
Operating Budget	746	27	773
Payroll	413	2	415
Revenue, Ridership, Advertising and Sales	3,491	6,493	9,984
Total	**$ 9,068**	**$ 7,518**	**$ 16,586**



Note: Service Planning, and Strategic Planning and Analysis departments were transferred to the new Planning and Strategic Initiatives Division resulting in a reduction of 50 positions in Finance.



Note: Expense increase subsequent to FY 2017 is primarily due to bank transaction fees which continue to rise with the increased rollout of the SEPTA Key Card. FY 2020 bank transaction fees were low due to a significant ridership decline beginning in March 2020 when the Covid-19 pandemic hit the region.

Principal Responsibilities

CAPITAL BUDGET and GRANT DEVELOPMENT
Develop the annual Capital Budget and the twelve-year Capital Program. Prepare, maintain, execute, and monitor federal, state, and local grants from inception to grant close-out. Develop and maintain the transit capital projects of the regional Transportation Improvement Program (TIP). Provide oversight and prepare analyses of the Vehicle Overhaul Program (VOH), Infrastructure Safety Renewal Program (ISRP), and Transit Security Grant Programs. Also responsible for other special grant programs.

FINANCE ADMINISTRATION
Coordinate, manage, and direct the activities of the Finance Division. Oversee the development and implementation of the operating and capital budgets. Manage financial reporting and develop revenue strategies and fare policies. Ensure that resources are used effectively to maximize capital investments and to maintain access to the capital markets on reasonable terms and conditions.

FINANCIAL SERVICES

Accounts Payable, Accounts Receivable, Billings and Cash Management
Process vendor payments, ensure items processed are correctly recorded, generate all billing invoices, ensure that all receipts due are received and properly applied, and capture and report capital project costs. Provide accurate reporting and maintain accounting controls for operating receivables. Manage cash resources to ensure sufficient liquidity while maximizing investment income within a prudent level of risk.

Financing and Pensions
Manage the Authority's debt portfolio to ensure compliance with covenants of indentures and loan agreements and the timely payment of debt service. Analyze potential financing transactions and manage the negotiation and implementation of transactions utilizing public municipal debt markets or private placements and loan agreements. Negotiate pension investment management contracts, manage relationships with pension managers, and act as liaison among pension committee, consultants, and pension managers. Provide oversight of investment options and manager/fund performance of Employee Deferred Compensation Plan 457b assets.

Revenue Accounting, Operating Grants, Accounts Receivable and Fixed Assets
Provide accurate reporting and maintain accounting controls for operating revenues, operating subsidy grants, route guarantees, and fixed assets. Prepare applications and billings for operating subsidies, provide pass-through funding to sub grantees and monitor compliance and accounts for capitalization and disposition of grant and non-grant property and related depreciation and contributed capital. Works closely with various teams to ensure the proper recording for the sales of boarding instruments and parking fees during transition from legacy fare system to SEPTA Key.

GENERAL ACCOUNTING
Manage the Authority's financial reporting and accounting activities in accordance with generally accepted accounting principles and governmental regulations. Produce timely and accurate financial reports and properly maintain the accounting system and related internal control structure, which includes managing the monthly and annual financial general ledger close process. Prepare and issue monthly financial and statistical reports to the SEPTA Board and senior management. Prepare required quarterly and audited financial reports that are issued to various financial institutions and government agencies that provide debt financing or subsidies to the Authority.

OPERATING BUDGET

Develop a budget plan based upon an evaluation of each department's operating needs in relation to the Authority's overall available resources. Review and modify the consolidated results of all proposals to ensure that projected expenditures are balanced with projected revenues and subsidies. Develop annual operating budget document and multi-year financial forecast. Evaluate proposed financial commitments and personnel requests on an ongoing basis to ensure sufficient funding and adherence to budget. Oversee utility accounts including the review and approval of utility invoices for payment. Conduct monthly analysis to track and forecast financial performance.

Financial Reporting and Systems

Maintain the Corporate Performance Management (CPM) software used to produce the annual operating budget at the expense object level and integrate with the mainframe environment. Support and train the departmental users of the budgeting system. Coordinate with Information Technology to produce, maintain and distribute monthly and annual internal financial reports.

Specialized Support Assignments

Provide financial analysis and forecasting for substantive financial issues impacting the Authority including bargaining unit contract negotiations, propulsion power, utilities, fuel contracts and income generating contracts. Provide financial analysis for internal discussions and Board briefings.

PAYROLL

Process the Authority's payroll in a timely and accurate manner. Ensure that payroll-related data has been balanced and reconciled. Process all wage deductions and tax withholdings. Responsible for reporting of tax withholdings and all quarterly and annual tax returns. Prepares all bargaining unit contractual wage increases. Ultimately responsible for all payroll-related record keeping as well as verifying the reliability of the data.

REVENUE, RIDERSHIP, ADVERTISING AND SALES

Form a centralized leadership capacity to coordinate multifaceted operations including revenue generation via fare media, parking garages, and non-transportation related advertising income. Monitors and officially reports ridership levels and affiliated revenues. Coordinate the Division's participation in all financial, operational and customer facing aspects to further the advancement of the SEPTA Key Program.

Revenue and Ridership Management

Develop and report monthly ridership and revenue levels. Manage all ridership and revenue data and issue reports as market conditions demand. Issue all required revenue and ridership reports to governmental and ancillary agencies. Develop and support all passenger revenue pricing and tariffs and incorporate data received from the SEPTA Key Program into the data stream.

Sales

Administers and/or conducts the sale of all prepaid fare instruments within the SEPTA service area. Manage the daily operation of five full-service sales centers, the Transit Store, and the SEPTA Key web portals. Manages and coordinates sales to over 1,000 external sales venues such as corporate entities, school districts, and Social Service agencies. Validates and issues refunds and adjustments for lost rides and unneeded fare products. Works closely with various teams to ensure the effective transition from legacy fare items to new SEPTA Key media.

Advertising

Responsible for administration of transit and Regional Rail advertising, which includes station naming, bus and railcar exterior wraps, station and interior vehicle digital screens, station and street level digital screens, and static posters. Responsible for administration of outdoor advertising which includes an extensive static and digital billboard network.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **The Customer Experience**	a) Continue to nurture stakeholder relationships through periodic briefings with federal, state and local officials, Citizen Advisory Committee, Youth Advisory Council, SEPTA Advisory Committee for Accessible Transportation, and other key stakeholder groups. b) Complete SEPTA Key rollout for Regional Rail, Parking Operations, Employer Portal, and CCT. c) Continue to provide Ambassador support for major events.
II. **Employee Development**	a) Proactively improve employee communications. b) Continue to invest in workplace improvements.
III. **Rebuilding the System**	a) Continue to develop, advance, and seek funding for a 12-year capital program that focuses on achieving a state of good repair. b) Advance the procurement of Enterprise Resource Planning (ERP) Financial Suite
IV. **SEPTA is a Business**	a) Continue to produce a balanced operating budget and improve the economic efficiency of business processes. b) Provide financial analysis to support labor contract negotiations. c) Increase ridership capacity in key growth areas and align additional parking capacity with regional transportation needs. d) Leverage investments to maximize ridership growth. e) Pursue innovative financing techniques to advance state of good repair and other core capacity initiatives.
V. **Safety as the Foundation**	a) Advance capital projects with safety as a key objective b) Continue implementation of employee-focused safety and security campaigns

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. The Customer Experience	• Launched TrailPass, Independence Day Pass and Rail Quick Trip options for SEPTA Key. Also launched Corporate Partner Program to allow employers to reload employee Key Cards using pre-tax withholdings. • Entered new agreement to increase the External Retail Network from 500 locations to 1,000 locations available to purchase and reload SEPTA Key Cards. • Accelerated the issuance of Senior and Disabled Fare Cards along with replacements for lost/stolen cards. • Completed Social Agency Disposable Smart Media (DSM) Partners Program. Currently operating with multiple payment profile options, an array of four different fare media options and with over 800 agencies registered and participating.
II. Workplace Development and Support	• Developed partnerships with community groups, business associations, transportation agencies, and other stakeholders to evaluate opportunities to serve new markets.
III. Rebuilding the System	• SEPTA secured several competitive awards to advance projects that will rebuild the system: 1) SEPTA was awarded a federal Bus and Bus Facilities grant in the amount of $2.5 million for Direct Bus Phase B, which includes the design and construction of eight enhanced bus stations to extend SEPTA's Roosevelt Boulevard Direct Bus Service from Frankford Transportation Center to Wissahickon Transportation Center. The enhanced bus stations will improve overall site conditions at each location including accessibility enhancements, lighting, landscaping, and real-time information. In partnership with the City of Philadelphia, SEPTA launched Phase A of Roosevelt Boulevard Direct Bus service in October 2017. Eight new bus stations were constructed from Neshaminy Mall in Bucks County to Frankford Transportation Center in Philadelphia. The service features elements of Bus Rapid Transit including limited stop spacing and specially-branded stations and buses. Based on SEPTA's Route 14 service, Direct Bus provides a more efficient trip (28% travel time decrease) and higher frequency (10-15 minute headways 15 hours/day). 2) SEPTA was awarded $1 million in VW Class 8 Vehicle Program funds to replace old utility vehicles with vehicles using cleaner technology. 3) A $3.8 million federal award was secured to purchase environmentally friendly replacement work locomotives that will be operated throughout the five county region. 4) SEPTA was awarded a $4.3 million Federal Low-No program grant for the power infrastructure project at Midvale. The project will leverage existing electric traction subway power sources to establish a viable, economic, resilient, redundant, and scalable source of energy for battery electric buses at Midvale Depot.

Fiscal Year 2020 Accomplishments (continued)

FY 2020 Goals	Accomplishments
III. Rebuilding the System (continued)	• SEPTA was awarded $8.3 million through the Federal State Partnership for State of Good Repair Program for the restoration of 10 miles of track west of Paoli on the Harrisburg Line, which includes the restoration of Track 2 Glen to Thorn Interlocking and installation of Bidirectional Signaling Downs to Thorn Interlocking. SEPTA partnered with Amtrak and PennDOT on the application. • Consistent with SEPTA's mandate to seek alternative sources of revenue in support of transit operations, revenue generation continued from the sale of digital advertising at station, on vehicles and through long term agreements with billboard companies. SEPTA has executed agreements to expand its digital presence at stations in conjunction with the execution of option years with its advertising contractor. This will consist of digital expansion to almost every Regional Rail station throughout the service area. The delivery of a new bus fleet continues with each bus equipped with 2 digital screens and Wi-Fi capability. A total of 525 buses equipped with 1,050 screens will be delivered by the year 2021. • Additional revenue was generated from an agreement with the University of Pennsylvania Health System to re-name University City station to Penn Medicine • Secured Board adoption of a balanced comprehensive twelve year capital program. • Completed software upgrade of the Operating Budget financial system. • The CARES Act provides capital dollars totaling $24,850,000 to support SEPTA's response to the Covid-19 coronavirus pandemic. These capital projects include: 1) Installation of Automatic Passenger Counters (APCs) on 1,144 revenue vehicles ($13,950,000) 2) Installation of Trolley Operator Protective Barriers on 188 vehicles ($1,400,000) 3) Installation of Fencing along the Center City Concourse & Fare Line Relocation at Frankford, Norristown, and 69th Street Transportation Centers ($9,500,000).
IV. SEPTA is a Business	• Successfully produced a balanced operating budget for the 21th consecutive year.

Fiscal Year 2020 Accomplishments (continued)

FY 2020 Goals	Accomplishments
V. Safety and Security as the Foundation	• SEPTA was awarded a Federal Operation Life Saver grant which is designed to educate the traveling public about warning signs and risk factors for suicide in order to increase awareness and self-efficacy for assisting Veterans and First Responders in need. • Continued to include funding for the Bus and Trolley Operator Safety Shields project in the Twelve Year Capital Program. Installation of these shields will help protect the operator in the event of an emergency. The shields will be installed on SEPTA's bus, trolley, and Norristown High Speed Line vehicles. • Continued to include funding for the Vehicle Overhaul Program, which provides for the systematic replacement or upgrade of systems on SEPTA's rolling stock. Prudent fleet management requires a program of preventive maintenance for optimal fleet reliability, service quality, efficient performance, and passenger comfort. • Continued to include funding for the Infrastructure Safety Renewal Program which provides for the restoration by SEPTA forces of SEPTA's City and Suburban transit and railroad infrastructure to a state of good repair. Programs include Track and Right of Way Projects, Station facilities, Communications and Signals, Power Systems, and Maintenance/Support Facilities. • SEPTA was selected to receive a $4.2 million grant from the Federal Emergency Management Agency (FEMA) to fund specialized transit police units. These units are deployed to protect critical infrastructure and customers from acts of terrorism and other emergencies. This award also funded the installation of security fencing at the Fern Rock Complex which stores and maintains SEPTA's Broad Street Subway fleet; and the purchase of Cyber Security Software. In addition, the Authority secured $500,000 from the Department of Justice for SEPTA Transit Police Body Worn Cameras.



SEPTA

Planning and Strategic Initiatives

Planning and Strategic Initiatives

Overview

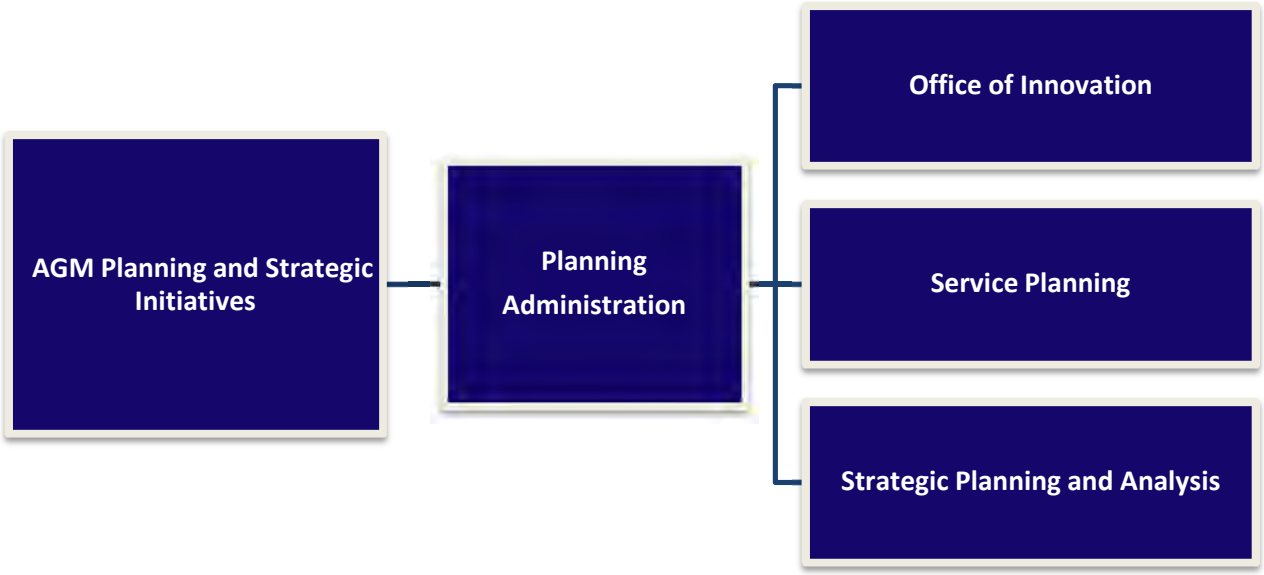
The newly created Planning and Strategic Initiatives Division oversees Innovation, Service Planning and Strategic Planning and Analysis. These departments advance development of business data assets, analysis and development of strategies and goals in the Authority's Strategic Plan, development of strategic communications and outreach that are necessary in implementing the Authority's Strategic Plan, coordination with regional planning partners, long range planning, community and station area planning, advancement of major planning and expansion projects, management and improvement of transit service, and the Annual Service Plan. This work includes facilitating business innovations that stem from the strategic plan and sustainability program plan, often acting as a business analyst for interdepartmental corporate initiatives and long-term capital and service planning project activities.

Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	3	-	3
Office of Innovation	8	-	8
Service Planning	27	15	42
Strategic Planning and Analysis	5	-	5
Total Operating Headcount	**43**	**15**	**58**

	CAPITAL HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	-	-	-
Office of Innovation	-	-	-
Service Planning	-	-	-
Strategic Planning and Analysis	1	-	1
Total Capital Headcount	**1**	-	1

	TOTAL HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	3	-	3
Office of Innovation	8	-	8
Service Planning	27	15	42
Strategic Planning and Analysis	6	-	6
Total Headcount	**44**	**15**	**59**


AGM Planning and Strategic Initiatives
Planning Administration
Office of Innovation
Service Planning
Strategic Planning and Analysis

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 425	$ 1	$ 426
Office of Innovation	607	825	1,432
Service Planning	2,605	236	2,841
Strategic Planning and Analysis	465	2,722	3,187
Total	**$ 4,102**	**$ 3,784**	**$ 7,886**

Principal Responsibilities

OFFICE OF INNOVATION

Data-Driven Decision Making
Works with business units to develop, track, and report on Key Performance Indicators that measure progress towards strategic goals and objectives. Consult with those business units to develop forward-looking master plans to better align policies, procedures and practices with SEPTA's Strategic Business Plan.

Sustainability
Manage an award winning Sustainability Program based on a triple-bottom-line (economic, social, and environmental) approach. Focus areas include energy conservation, renewable energy, and waste management. Communicate progress on Sustainability Program key performance indicators and specific initiatives through the SEPTA website at septa.org/sustain and an Annual Report called "SEP-TAINABLE" released each spring.

Policy and Value Proposition
Develop presentation and communication materials that make the business case for increased investment in SEPTA, emphasizing transit's value proposition to drive economic growth, promote equity, advance sustainability, and improve public health, safety and quality of life. Collaborate with SEPTA Communications and Government Affairs to disseminate this information through brochures, presentations, and the SEPTA website at septa.org/strategic-plan/impact-report.

SERVICE PLANNING
Plan and schedule service for City and Suburban (Victory and Frontier) transit division operations. Monitor and analyze route performance in accordance with applicable service standards to develop proposals for service improvements. Work with public and private partners to implement improvements to existing service and develop new service. Prepare the Annual Service Plan, which includes new service proposals and an annual economic review of all routes. Serve as liaison with city and county planning agencies, municipal governments, and Transportation Management Associations (TMA) regarding service planning issues. Coordinate tariff and public hearing process for all proposed route changes. Manage central transit shop database and Automatic Passenger counter (APC) data and reporting. Provide Authority-wide Geographical Information Systems (GIS) support.

STRATEGIC PLANNING AND ANALYSIS

The efforts of the Strategic Planning and Analysis Department helps to create a shared vision for the future among the various communities, prioritizing capital funding, and the advancement of enhanced service.

Long-Range Planning

Long-range plans emphasize comprehensive analysis of existing systems, ridership trends, and demographic analysis to make strategic investments to serve current and future transit needs. Such long-range plans include studies of rail system expansion, existing facilities improvements to support long-term growth, and analysis of bus service networks.

Municipal and Regional Plan Coordination

SEPTA currently participates in many comprehensive plans, transportation studies, neighborhood plans, streetscape designs, and station area or Transit Oriented Development (TOD) plans. All of these studies impact SEPTA and customers in some manner, from how a roadway functions, to envisioning new development at a train station, to recommending new or improved service concepts.

Comprehensive Station and Service Analysis

This type of plan enables high-quality, community-supported improvements to SEPTA stations and service. Comprehensive plans look holistically at infrastructure and service, not only to improve the customer experience and increase ridership, but also to identify ways to encourage economic development and improved multi-modal (pedestrian, bicycle, bus, and vehicular) access.

Strategic Business Plan

SEPTA adopted its most recent 5-year Strategic Business Plan in 2014. This plan establishes a vision, mission, core values, and set of corporate objectives for strategy development for the Authority. SEPTA is currently developing an update to the plan.

Major Planning Programs

SEPTA is currently advancing several major planning programs, including Comprehensive Bus Network Redesign, Trolley Modernization, and Wayfinding Master Plan. These projects are multi-disciplinary programs that will span several years and will require multiple SEPTA departments to work together to advance, as well as significant public outreach.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **The Customer Experience**	a) Focus on strategic initiatives to improve transit service reliability and route changes to address changing ridership levels.
II. **Rebuilding the System**	a) Support prioritization of capital projects b) Support inventory control initiatives in partnership with Procurement and Supply Chain Management
III. **SEPTA is a Business**	a) Develop long-range plans to prioritize future system improvement and expansion opportunities. b) Continue to advance Comprehensive Bus Network Redesign and Trolley Modernization programs. c) Support efforts to reduce downtown congestion through partnering with the City of Philadelphia and Center City District on innovative solutions. d) Continue to implement Energy Action Plan e) Advance Ridership Growth Innovation Team initiatives f) Publish Economic Impact Analysis and associated materials
IV. **Safety as the Foundation**	a) Implement new project proposals from the "Frequent Rider", "Occasional Rider" and "New Rider" working groups, using the results of the Customer Satisfaction Survey as an important input for brainstorming and project development.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. The Customer Experience	• Schedule adjustments made to over 60 routes to address on-time performance and changing ridership patterns through a re-allocation of buses and manpower within available Operating Budget. • Increased frequency on the Market-Frankford Line between 6pm and 8pm to respond to changing ridership patterns. • Bus Route 131 weekend service added to help support several 24/7 employers and service initiated to the Shannondell retirement complex. • Continued to update the Frequent Route Network map and related timetable re-designs. • Completed the Alternative Analysis and Draft Environmental Impact Statement (DEIS) for the King of Prussia Rail Project. The King of Prussia Rail Project is an extension of the Norristown High Speed Line to the King of Prussia area in Upper Merion Township, serving the King of Prussia Mall, Business Park and residential communities of this part of the region. The DEIS document was released in October 2017, and SEPTA Board adopted the Locally Preferred Alternative in January 2018. Work on the Final Environmental Impact Statement has begun, and will continue through 2020. SEPTA has concurrently advanced engineering work to 15% complete. • Developed innovative transit maps that show SEPTA's bus network by frequency, and serve to promote our routes that have a frequency of 15 minutes or less, 15 hours per day and 5 days per week. The transit maps will be crucial communication tools through the upcoming Comprehensive Bus Network Redesign process. • Progressed planning and analysis efforts for SEPTA's Trolley Modernization program, including line-by-line stop/station analysis and external plan coordination.
II. Workplace Development and Support	• Published Welcome Book and began to distribute as part of revamped New Employee Orientation process • During the COVID-19 pandemic, Strategic Planning and Analysis led the pandemic recovery planning process, which included organizing and coordinating Plan Ahead teams by discipline, developing projections, and taking strategic actions to ensure safety • Helped organize and coordinate strategic communications to ensure the timely dissemination of information as changes rapidly unfolded

Fiscal Year 2020 Accomplishments (continued)

FY 2020 Goals	Accomplishments
III. SEPTA is a Business	• Finalized Ridership Growth Innovation Team strategic plan and began to implement • Tracked progress towards implementation of recommendations in management reviews • Published "cost of congestion" study • Advanced major sustainability initiatives, including solar projects, energy efficiency initiatives, and a battery-electric bus master plan • The Ridership Growth Working Groups looked at several issues related to detours, language barriers and customer experience. The display of "Route Detoured" text on the electronic destination signs was implemented and further work continues regarding how to address the needs of persons with limited English proficiency. • Continued to implement the Five-Year Strategic Business Plan, and began work to update the next Five-Year Strategic Business Plan. • Participated in numerous comprehensive long-range plans involving SEPTA assets throughout the region, including the DVRPC 2050 Connections Plan, the City of Philadelphia Connect Plan, City of Philadelphia District Plans, County Comprehensive Plans, and local municipality comprehensive and station area planning. Plans identify Greater Philadelphia's vision for land use, the equipment, economic development, equity, and transportation.



SEPTA

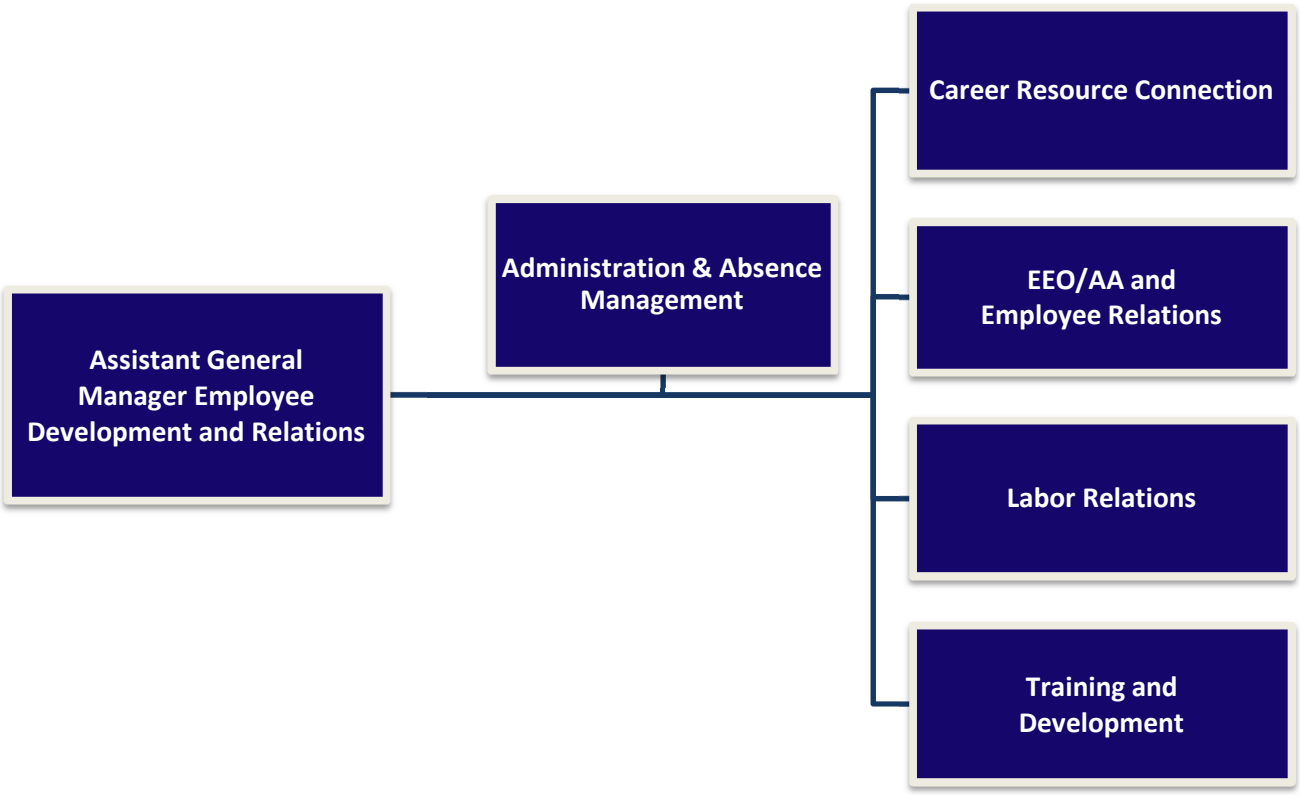
Employee Development and Relations

Return to
Table of Contents

Employee Development and Relations

Overview

This business unit was newly created in Fiscal Year 2017 with a focus on training, personnel development and employee relations for our administrative, management and bargaining unit employees.



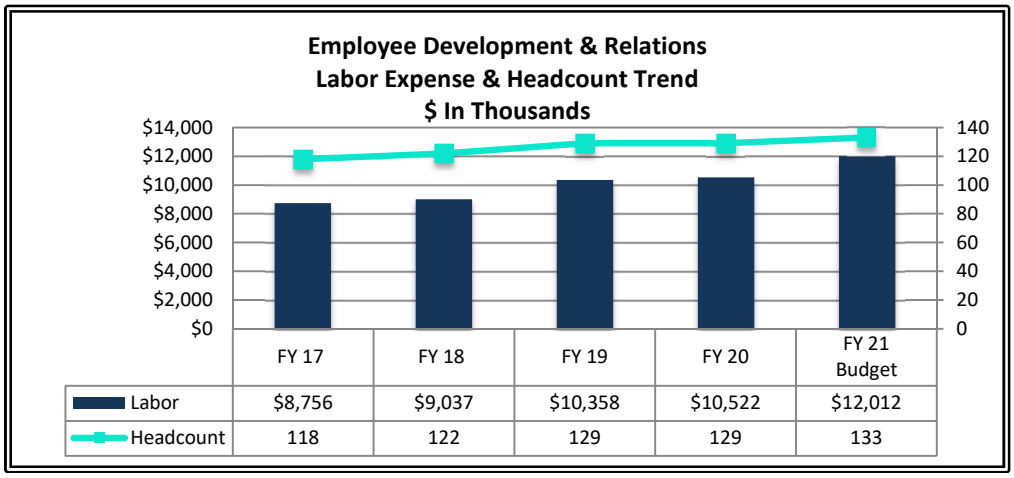
Headcount

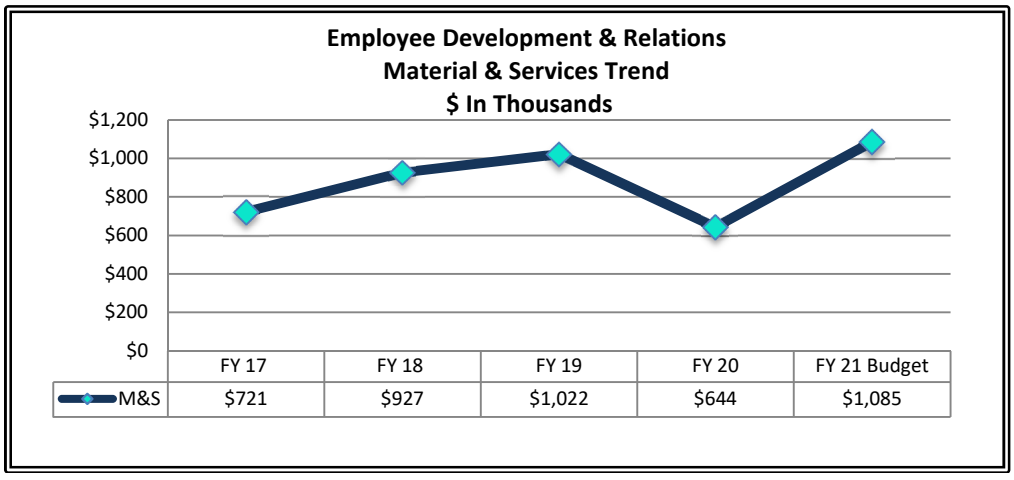
	OPERATING HEADCOUNT		
	Mgmt.	Maint.	Total
Administration & Absence Management	6	-	6
Career Resource Connection	2	-	2
EEO/AA and Employee Relations	6	-	6
Labor Relations	8	5	13
Training and Development	106	-	106
Total Headcount	**128**	**5**	**133**

Employee Development and Relations

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration & Absence Management	$ 1,058	$ -	$ 1,058
Career Resource Connection	112	60	172
EEO/AA and Employee Relation	522	13	535
Labor Relations	1,151	265	1,416
Training and Development	9,169	747	9,916
Total	**$ 12,012**	**$ 1,085**	**$ 13,097**





Principal Responsibilities

CAREER RESOURCE CONNECTION (CRC)
Serves as a centralized operation and resource for external candidates interested in joining SEPTA and/or learning about job opportunities, and equips internal employees with resources to further develop and manage their career paths including career coaching and counseling. In addition, the CRC supports the Recruitment Department in pre-employment assessment/ selection by scheduling and conducting pre-employment assessments, interviews and New Employee Orientation (onboarding) sessions. The CRC also works interdepartmentally with hiring managers to assess and provide job task analysis and assessment overhauls.

EQUAL EMPLOYMENT OPPORTUNITY / AFFIRMATIVE ACTION / TITLE VI AND EMPLOYEE RELATIONS (EEO/AA&ER)
Implements and oversees the Authority's policies related to equal employment opportunity, anti-discrimination, and diversity and inclusion to address the needs of an increasingly diverse workplace.

Diversity and Inclusion Initiatives
Promotes employee engagement, inclusivity and a celebration of diversity through trainings, workshops, targeted discussions and other activities.

Anti-Harassment Trainings
Provides education and training for employees on harassment prevention, protected classes and workplace violence.

Hiring and Promotion
Ensures compliance with SEPTA's EEO/AA Policies and the Federal Transit Administration's (FTA) regulations with respect to fair and equal practices in the hiring, interview and promotion of SAM employees.

SAM Discipline and Appeals
Provides guidance and oversees the administration of discipline and performance improvement plans to ensure fair and consistent application of the Discipline and Appeals Policy.

Accommodations
Provides accommodations for those whose disability, religious beliefs, observances or practices conflict with a specific task or requirement of the position or an application process.

Investigations
Responds to complaints of discrimination/harassment filed internally and externally. Handles a wide variety of employee relations issues as well as workplace trainings.

LABOR RELATIONS
Conducts all labor negotiations with the bargaining units, handles all grievances, arbitrations, unemployment claims, and Labor Board cases.

Negotiations
Serves as lead negotiator for all labor agreements with the Authority's collective bargaining units in accordance with State and Federal Laws.

Grievances, Arbitrations and Special Board of Adjustment (SBA)
Hears all third level and Labor Relations step grievances and represents the Authority in all arbitrations, SBA Appeals, and related litigation. Serves as primary liaison with all attorneys retained on special arbitration cases or other litigation.

Case Presentation to the Pennsylvania Labor Relations Board (PLRB)
Prepares and presents all cases associated with the PLRB as they are filed by bargaining units and the Authority.

Job Classification/Wage Administration
Directs preparation of new and revised job descriptions for hourly classification and coordinates evaluations of bargaining unit positions and negotiates job restructuring and classification issues. Prepares and publishes all bargaining unit and non-supervisory wage rate manuals.

Contract Training
Conducts relevant training of supervisors in bargaining unit contract interpretation and enforcement.

Joint Labor Management Relations
Conducts joint productivity meetings with labor representatives to promote the safe, efficient, and economical operation of the Authority.

Unemployment Compensation
Directs all internal Unemployment Compensation activities, including administration of all claims and representations of Authority positions in hearings and appeals.

TRAINING AND DEVELOPMENT
Provides training programs to improve employee performance, teach new skills, or retrain employees as required to ensure that the work force has a comprehensive understanding of regulations, procedures, policies, and skills to perform their assigned duties. Responsible for the highest quality training and follow-up recertification programs for transportation, maintenance, and management employees.

ABSENCE MANAGEMENT
Track data for the Authority on absenteeism and the Family Medical Leave Act (FMLA). Provide detailed analysis of data to determine problem areas within the Authority. Conduct monthly meetings to review data with senior management throughout the Authority. Provide training for managers on FMLA rules and SEPTA's attendance policy.

Employee Development and Relations

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **Implement a Succession Planning Process**	a) Support multi-transit agency Leadership Exchange Development Program b) Create a SAM onboarding program to complement employee orientation c) Leverage training simulators to improve efficiency of training staff d) Develop a training manual for Absence Management covering coordination with multiple departments as well as several computer programs
II. **Provide Leadership for Human Capital Development**	a) Explore apprenticeship opportunities in order to ensure pipeline for trades positions b) Support efforts of tradeswomen including career counseling, outreach efforts and test preparation
III. **Workforce and Development Support**	a) Work with the Training Department and Senior Directors to conduct a "needs assessment" and review training critiques to determine possible new areas of emphasis and innovations in training hosted by Labor Relations b) Continue Coaching/Counseling sessions in conjunction with the Training Department to assist employees with career and promotional coaching as well as business and career tips c) Implement "Study Group" sessions to assist employees with testing preparations for the Apprentice Program d) Move forward with the evaluation of the engineer and conductor "fit"' tests to determine whether SEPTA should adopt these tests for incoming trainees e) Support efforts to create new onboarding program for SAM employees
IV. **Safety and Security as the Foundation**	a) Labor Relations continue its active role in Operational Safety Improvement Program to support Operation's efforts to improve safety on City rail. b) Continue to provide a secure and confidential testing environment for internal and external candidates.
V. **Customer Experience**	a) Review Career Resource Connection (CRC) Testing processes to see where it can incorporate additional streamlining and increase maximum potential. b) Coordinate with recruiting high stake campaigns (i.e. West Philadelphia Skills Initiative and Electrical Internships) c) Continue to conduct monthly business meetings with recruitment in order to continue to cohesively align overall organizational goals and objectives as well as identify upcoming issues

Fiscal Year 2021 Goals and Business Initiatives (continued)

FY 2021 GOALS	BUSINESS INITIATIVES
V. **Customer Experience (continued)**	d) Enhance the "resource:" aspect of the CRC by implementing Computer Familiarization sessions as well as implementing innovative and creative ways to utilize the CRC for increased team building and outreach for employees.
VI. **SEPTA is a Business**	a) Continue process of reviewing assessments to ensure alignment with job descriptions. b) Publish updated testing and retesting guidelines and procedures to ensure accuracy in preparation for publishing to the new Intranet. These guidelines help to address questions about deviations to testing protocols and practices. c) Visit locations to analyze contributing factors and mitigate employee absences.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Implement a Succession Planning Process	• Developed and launched an Employee Development Plan. • Re-designed entry and mid-managers curriculum to be more interactive and competency/hierarchy based.
II. Provide Leadership for Human Capital Development	• Expanded employee support services outside of the Career Resource Center including test preparation, interviewing and resume writing for Regional Rail personnel at the Personnel Assignment Office. • Launched a micro site on the employee Intranet called "Knowledge Up" which provides short duration monthly educational topics.
III. Customer Experience	• Streamlined CRC-Testing processes assessment waiting time from more than 20 minutes to less than 10 minutes. • Coordinated four high volume testing/recruitment campaigns for Bus Operator and Assistant Conductor/Engineer positions in order to meet high recruitment demands. • Conducted monthly business meetings with recruitment in order to continue to cohesively align overall organizational goals and objectives as well as identify upcoming issues or recruitment campaigns needing additional testing resources. • Completed renovations within the CRC which includes interview rooms for skill trades and other frontline positions and career coaching. • Regularly attend trainings and webinars from the National Employment Law Institute, Equal Employment Opportunity Commission, and the PA Employment Law Institute to ensure SEPTA remains up to date on the prevailing case laws.

Fiscal Year 2020 Accomplishments (continued)

FY 2020 Goals	Accomplishments
IV. SEPTA is a Business	• Finalized contractual agreements with seven bargaining units. • Reviewed and updated testing and retesting guidelines and procedures to ensure accuracy in preparation for publishing to the new Intranet.
V. Safety and Security as the Foundation	• Coordinated with the Medical Department and Operations to establish a pilot Fitness for Duty program for NHSL and Media/ Sharon Hill operators and will coordinate communication with the union regarding the program. • Provided secure testing environment for internal and external candidates as well as maintaining confidentiality with test scores and integrity of testing assessments. • Implemented the newly integrated and secure Cloud-based testing platform Questionmark OnDemand • Initiated a Request for Proposals for a web-based training program in EEO and civility, which will be accessible to all SEPTA employees.
VI. Workforce Development and Support	• Coordinated and instructed Labor Relations 101 and Supervising Hourly Employee courses. Conducted specific Labor Relations training for Sub-El managers at the request of Operations. • Met as members and communicated with peers in the Labor Relations Association of Passenger Railroads and Transit Labor Exchange networks to look for new opportunities, innovative ideas, best practices and labor law developments with other passenger rail and transit agencies. • Coordinated over 120 Career Coaching/Counseling sessions in conjunction with the Training Department to assist employees with career and promotional coaching as well as Business and Career tips. • Hosted four Diversity and Inclusion sessions. • Led a series of LGBTQ awareness efforts to train Regional Rail management. Sponsored a table for the City's annual Pride Parade and Outfest events.

SEPTA

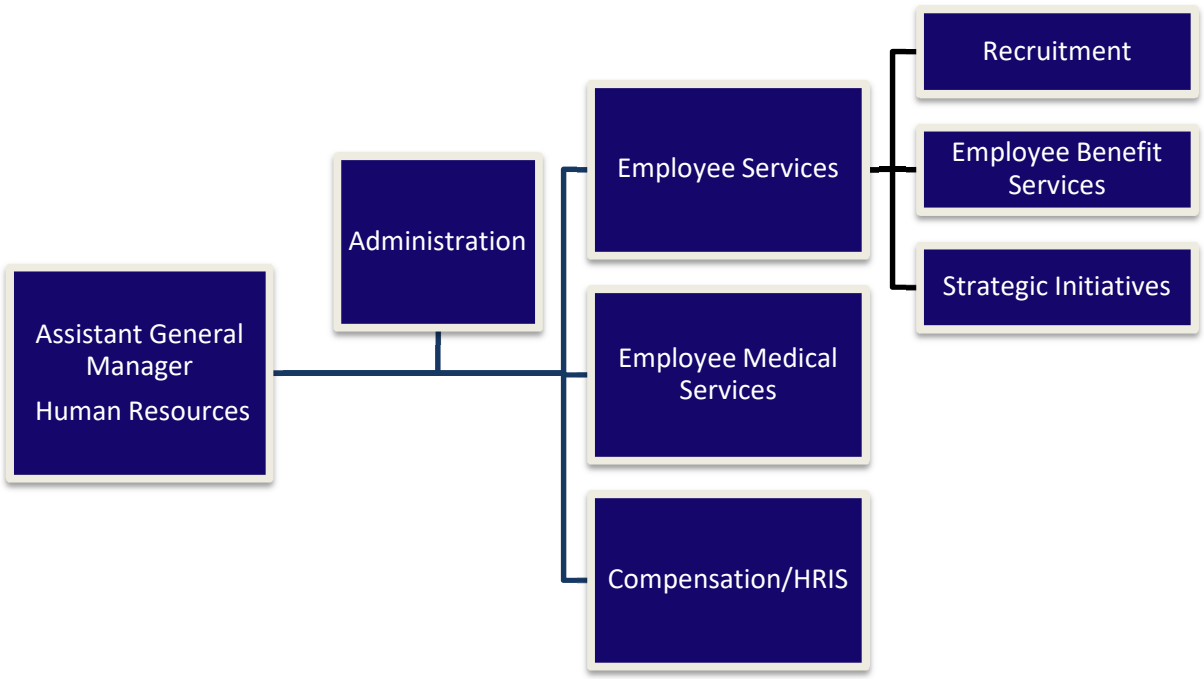
Human Resources

Return to
Table of Contents

Human Resources

Overview

The Human Resources Division provides recruitment and talent management, cost effective benefits and pension programs, handles salary administration and the human resources information systems (HRIS), management of Authority policies and divisional budget, as well as directing the medical department and related programs. The Division is charged with recruiting new employees and helping them assimilate, grow, learn and remain productive assets to the Authority. Support is sustained from the onset of initial interest in the Authority, until long after their departure from employment.

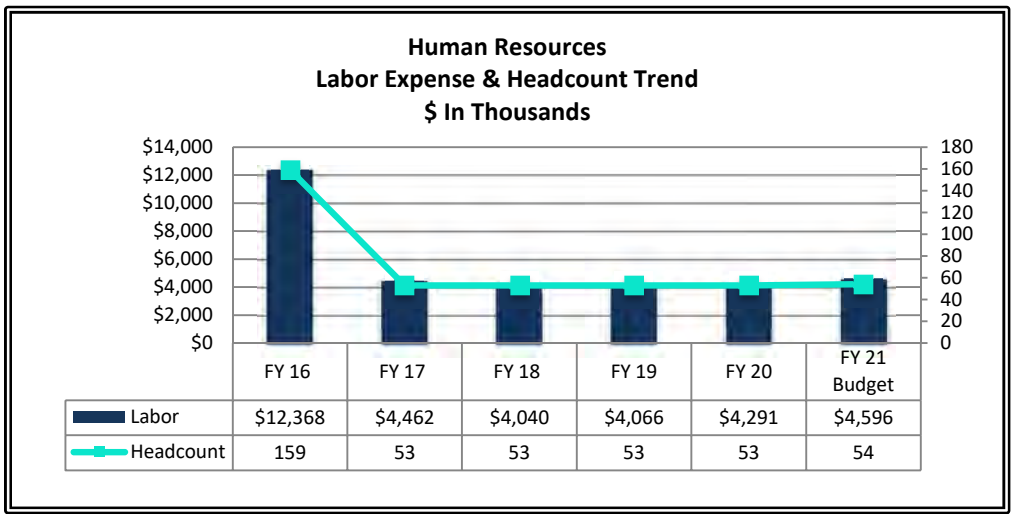


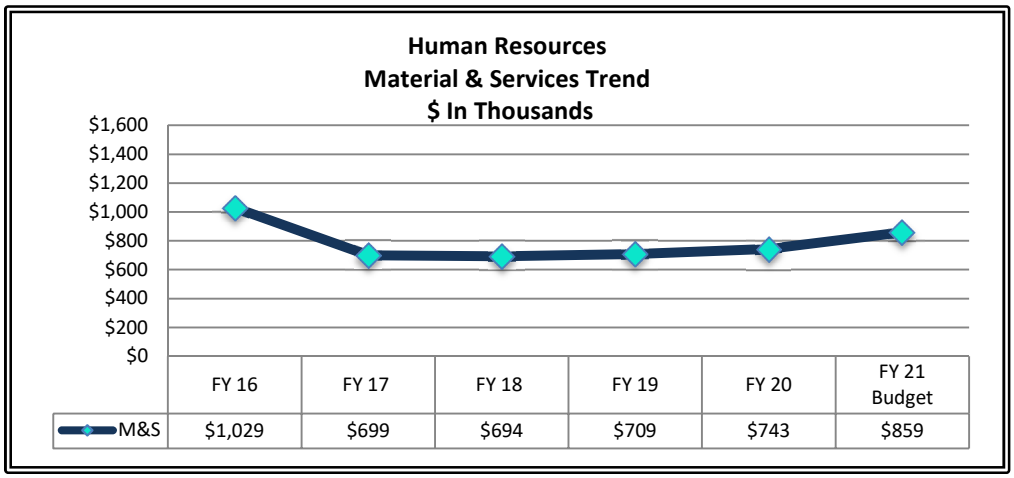
Headcount

OPERATING HEADCOUNT			
	Mgmt.	**Clerical**	**Total**
Administration	4	-	4
Employee Services	23	3	26
Employee Medical Services	5	10	15
Compensation/HRIS	5	4	9
Total Headcount	**37**	**17**	**54**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 570	$ 6	$ 576
Employee Services	2,236	547	2,783
Employee Medical Services	1,116	261	1,377
Compensation/HRIS	674	45	719
Total	**$ 4,596**	**$ 859**	**$ 5,455**





Note: Human Resources was re-structured in FY 2017, resulting in the creation of a second department named Employee Development and Relations.

Principal Responsibilities

HUMAN RESOURCES TEAM

The Authority's dynamic business environment requires that Human Resources develop and implement employee initiatives that support the business strategy (HR Services) and sustain the needs of our employees amidst the consistently high operational tempo of transportation.

HUMAN RESOURCES (HR) EMPLOYEE SERVICES

Human Resources Employee Services focuses on Strategic Initiatives, Recruitment, and Employee Benefit Services.

Recruitment

Direct and manage recruitment, hiring and transferring of a qualified and competent workforce ensuring equal opportunities by applying controls and compliance to applicable laws throughout the recruitment and hiring process. Continue to assure communication, documentation and a fair selection process in filling position vacancies.

Strategic Initiatives

Identify, develop, foster and maintain working relationships with external workforce organizations, educational and non-profit institutions to build partnerships that create synergistic efforts to produce qualified work-ready employment candidates. Provide basic Human Resources support to SEPTA's employee population on an enterprise-wide scale (HR Connection). Conduct research on new avenues to address human capital issues and provide feedback on trends and issues facing potential new hire populations. Inform management of new catalyst programs available to expand the sphere of potential employment influence the Authority has in developing skilled employees for future hire.

Employee Benefits Services

Design, negotiate and administer the benefits program, including medical, dental, prescription drug, life insurance, long term disability, short term disability, supplemental insurance, COBRA, pension, deferred compensation (457b Plan), supplemental voluntary benefits, and flexible benefits programs for 30,000 individuals, including employees, retirees and families. Conducts benefit orientations and information sessions concerning all employee benefit programs.

EMPLOYEE MEDICAL SERVICES

Execute, maintain and provide regular reports on the drug and alcohol testing requirements in accordance with Authority policy and U.S. Department of Transportation regulations.

Employee Medical Services

Responsible for conducting medical examinations for fitness for duty, new hire physicals, medical monitoring/surveillance programs (e.g. hypertension, asbestos), hearing conservation, etc. as required by the Authority. Administer the Employee Assistance Program (EAP) for all employees and their dependents. Manage the Wellness Program and medical case management.

SEPTA Wellness Outreach

Good health and wellness improves the quality of employees' personal and professional lives, can reduce workplace injuries, absenteeism, and health care costs, and enhance employee morale through individual and group participation. The wellness program develops efforts to raise employees' awareness about lifestyle behaviors that promote good health and prevent disease, and provide information and resources to assist employees to achieve their optimum mental and physical health.

COMPENSATION/HRIS
Develop, communicate and administer the compensation program for supervisory, administrative and management (SAM) employees. Evaluate SAM positions utilizing the Hay Evaluation System. Update employee and position-related data in the personnel system, monitor and train employees on the use of the Human Resource Information System (HRIS). Maintain personnel files for approximately 9,500 employees. Verify current and past employment for employees, and handle inquiries regarding mortgage and car loans, lost wages, and other supplemental insurance coverage. Oversee the assignment of employee photo ID's for new employees and the replacement of ID's when reported lost or damaged. Prepare SEPTA-wide Organizational Charts.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **Human Resources Information System (HRIS) Updates**	a) Specific modules to be implemented include: -Applicant Tracking System -Core HR System -Organization Chart Software -Onboarding Website b) Begin enhancements to additional modules of the new HRIS that include: -Performance Management software -Learning Management System
II. **Procure New 3rd Party Benefit Contracts**	a) Procure and implement new contracts for various, existing employee programs to include: -Actuary -Defined Benefit and Defined Contribution Investment Consultants -Dental Insurant for all SAM employees -Employee Assistance Plan (EAP) -Life and Long Term Disability -Medical Claims Audit -Catastrophic Stop Loss Insurance -Affordable Care Reporting
III. **Monitor Existing 3rd Party Benefits**	a) Conduct three audits related to medical claims, prescription drugs and retiree drug subsidies.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Hire employees, replace retirees	• Hired over 900 employees and increased headcount to approximately 9,500 employees. Received Employer of Choice Award from City of Philadelphia. Held two Women in Trades Fairs. Attended numerous job fairs and schools throughout all counties.
II. Monitor key vacancies	• Installed new software predicting the number of employees that could retire by job and by year.
III. Improve wellness	• Implemented first Tele-Dietician/Wellness coaches for greater access for our workforce. Expanded Sleep Apnea exams for Regional Rail employees. Received Employer of Choice Award for best Wellness Programs.
IV. Build strategic alliances to hire the best employees	• Revitalized Co-op program with Drexel University, implemented strategic partnership with West Philadelphia Skills Initiative (Center City District) to provide boot camp graduates into Bus Operator positions.
V. Improved processes	• Implemented individual assessment for applicants with arrest records that would have previously been disqualified. • Reinvigorated Deferred Compensation Program via partnership with Prudential. Prudential increased participation rate from low 40% to almost 50%. Won a national award for best implementation communication program. Installed new Roth feature and outsourced loans.



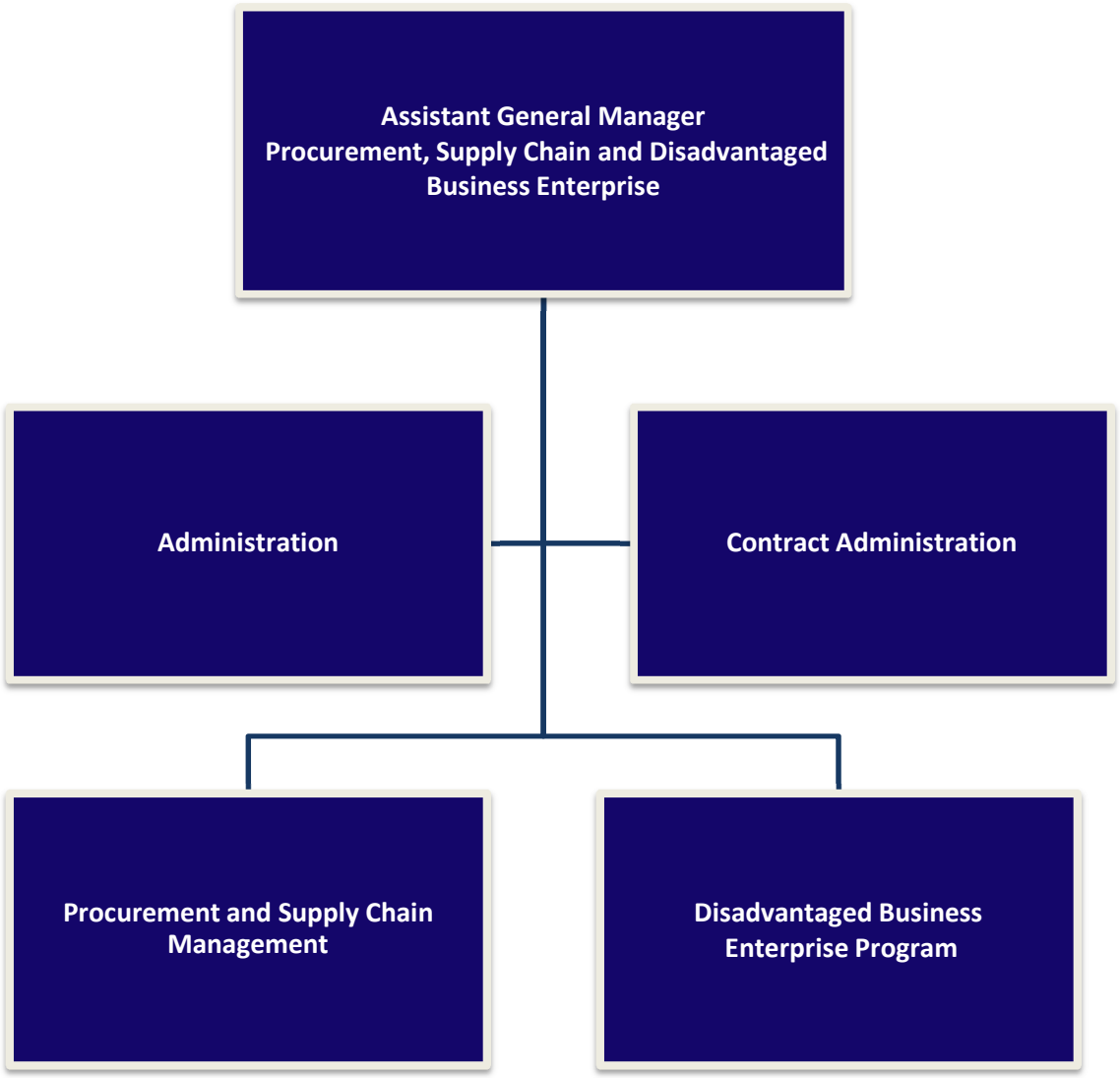
SEPTA

Procurement, Supply Chain and Disadvantaged Business Enterprise

Procurement, Supply Chain and DBE

Overview

The Procurement, Supply Chain and Disadvantaged Business Enterprise (PSC & DBE) Division is responsible for SEPTA's procurement, materials management, compliance and quality assurance, supply chain management, contract administration, and disadvantaged business enterprise programs.



Headcount

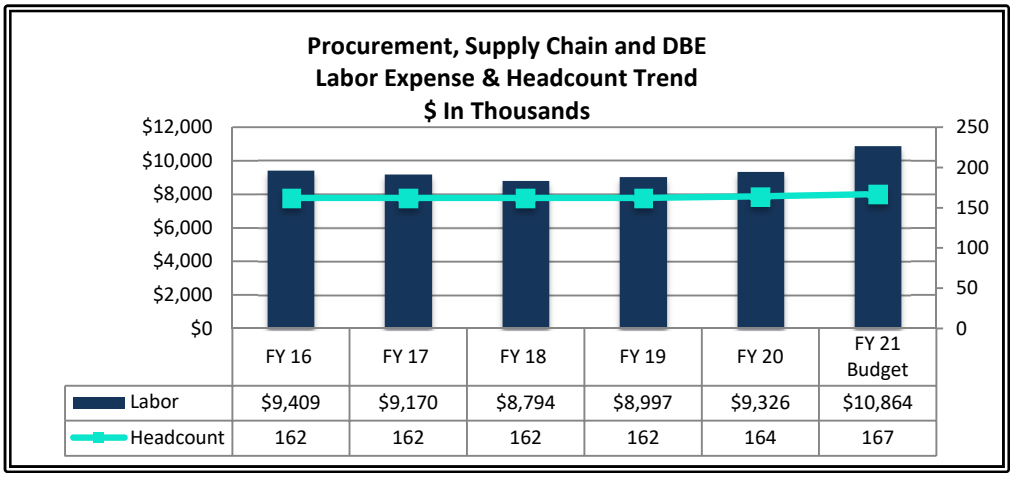
	OPERATING HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	5	-	-	5
Contract Administration	16	-	-	16
Disadvantaged Business Enterprise Program	4	-	-	4
Procurement and Supply Chain Management	66	63	1	130
Total Operating Headcount	**91**	**63**	**1**	**155**

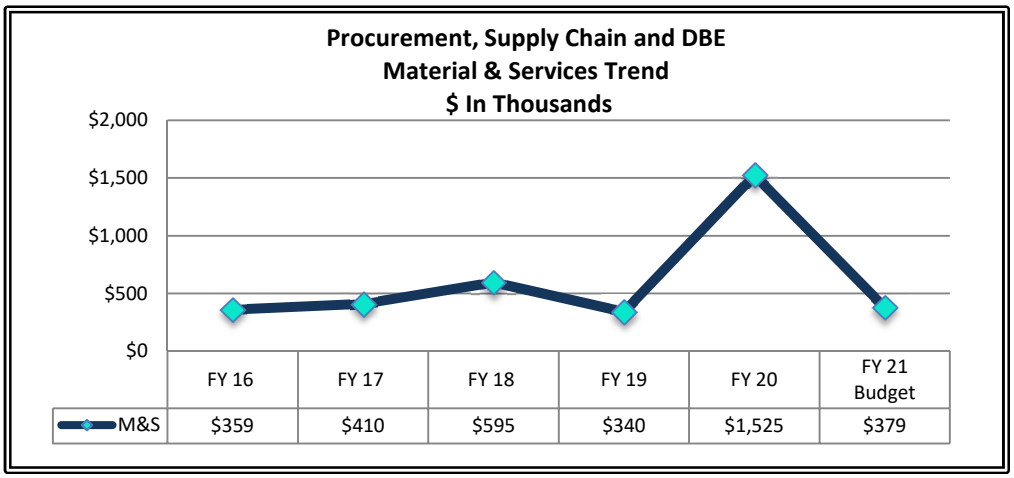
	CAPITAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	-	-	-	-
Contract Administration	-	-	-	-
Disadvantaged Business Enterprise Program	5	-	-	5
Procurement and Supply Chain Management	7	-	-	7
Total Capital Headcount	**12**	**-**	**-**	**12**

	TOTAL HEADCOUNT			
	Mgmt.	Clerical	Maint.	Total
Administration	5	-	-	5
Contract Administration	16	-	-	16
Disadvantaged Business Enterprise Program	9	-	-	9
Procurement and Supply Chain Management	73	63	1	137
Total Headcount	**103**	**63**	**1**	**167**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 590	$ 15	$ 605
Contract Administration	1,330	25	1,355
Disadvantaged Business Enterprise Program	307	32	339
Procurement and Supply Chain Management	8,637	307	8,944
Total	**$ 10,864**	**$ 379**	**$ 11,243**





Note: Fiscal Year 2020 costs were high due to increased use of temporary help while vacancies were being filled and expenses pertaining to the move of material from an expiring lease inventory warehouse to a new leased warehouse location.

Principal Responsibilities

PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

Compliance and Quality Assurance
Provide coordination and enforcement of SEPTA's compliance with federal, state, and local funding agency regulations for approved capital projects, planning studies, and other non-operating projects. Participate in updating standard form contracts, the procurement manual and related policy instructions. Provide analytical reports, system administration, enhancements, contract processing, records management, and training support for the department. Audit procurement packages pertaining to the Authority's purchasing process and funding regulations. Monitor Certified Payrolls for all SEPTA construction projects in accordance with the Davis-Bacon and related acts. Administer Authority-wide programs such as e-procurement, electronic stockless stationery, Procurement Card, and the Materials Management/Purchasing system.

Materials Management (Automotive and Rail)
Perform analysis, forecasting, and identification of inventory requirements to determine adequate stocking levels to effectively purchase/lease stock and non-stock rail and vehicle parts, material, equipment, supplies, and services, except for major vehicle procurements. Provide direct field support to maintenance directors and shop personnel. Coordinate Authority-wide inventory reduction and control programs. Maximize return on investment through Asset Recovery programs and long term, market-based scrap metal contracts. Perform inventory requirements planning for vehicle overhaul programs and various maintenance projects.

Materials Management (Infrastructure)
Perform analysis, forecasting, and identification of inventory requirements to determine adequate stocking levels to effectively purchase/lease stock and non-stock infrastructure, material, equipment, supplies, and services. Provide direct field support to maintenance directors and shop personnel. Perform requirements planning for various capital project programs and various maintenance projects.

Supply Chain Management
Plan and coordinate inventory requirements with all Operations areas to meet short and long-term material needs. Administer storeroom operations, warehousing and distribution functions, including receipt, storage, issuance and control of all stock materials for the Authority's diversified fleet of vehicles, for vehicle overhaul programs and for infrastructure maintenance requirements. Administer SEPTA's Vendor Managed Inventory Program.

CONTRACT ADMINISTRATION

Perform solicitations, contract awards, and post-award administration including change orders, dispute resolution and contract closeout. Administer contracts by overseeing vendors to fulfill contractual obligations.

Construction and Vehicle Acquisition
Perform procurement and administration of project-specific architectural, engineering and associated construction-related services, new construction, and renovations of the facilities and structures. Responsible for solicitation, award and administration of large scale new construction projects as a result of Act 89 funding, infrastructure hardening and resiliency programs, as well as major equipment purchases, including rail and bus fleets.

Professional and Technical Services
Procure and administer revenue producing vehicles (buses and rail cars), employee benefits, insurance and associated passenger services such as paratransit and fixed route. Solicit, award, and administer professional services contracts including state and federal legislative services, advertising, brokers and lease and management services. Also includes technical services such as landscaping, janitorial, IT support maintenance and pest extermination.

DISADVANTAGED BUSINESS ENTERPRISE PROGRAM OFFICE (DBEPO)

Disadvantaged Business Enterprise (DBE) Certification
Participates as one of five principal certifying agencies within the Commonwealth of Pennsylvania to provide one-stop shopping for firms seeking certification as a Disadvantaged Business Enterprise (DBE) in accordance with 49 CFR Parts 26 and 23. Represents the Authority as a managing member of the Commonwealth of Pennsylvania's Unified Certification Program (PA UCP).

Small Business Enterprise (SBE) Program
Administers the Small Business Enterprise Program to meaningfully involve small business concerns in procurement and contracting activities towards increasing the race-neutral portion of the Authority's overall DBE goal.

DBE Compliance
Reviews solicitations to ensure the meaningful involvement of DBE firms in the Authority's procurement and contracting activities; establishes goals for applicable projects, evaluates bid/proposal submissions for adherence to DBE requirements, monitors projects for DBE goal achievement, and ensures equitable treatment of DBE firms performing on contracts.

DBE Program Outreach
Provides technical assistance, guidance, and resources to all small businesses interested in pursuing contracting opportunities; coordinates internal and external outreach events; facilitates workshops and networking events for prime contractors, DBEs, and SBEs.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **The Customer Experience**	a) Conduct customer satisfaction survey. b) Ensure timely delivery of stock materials. c) Ensure inventory accuracy. d) Achieve optimum fill rate. e) Ensure minimum number of revenue vehicles out of service due to unavailability of materials (not to exceed 10 per month.)
II. **Employee Development**	a) Conduct Division Tour and Procurement trainings.
III. **Rebuilding the System**	a) Develop and implement an SBE set-aside program.
IV. **SEPTA is a Business**	a) Implement vendor performance program b) Monitor and improve turnaround time for solicitations/procurements c) Develop dashboards for monitoring divisional performance. d) Achieve inventory reduction. e) Achieve asset recovery
V. **Safety as the Foundation**	a) Complete regular operations training and refreshers for storeroom personnel. b) Participate in safety events and initiatives.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. The Customer Experience	• Achieved inventory accuracy of 93% for Light Rail; 94% for Regional Rail, and 76% for Bus. • Hosted five DBE/SBE outreach events/workshops. • Disseminated contracting/networking/outreach related opportunities regularly via e-Blasts. • Published DBE Program Office Newsletters. • Annual average of the number of vehicles out of service due to material non-availability was 7 per month compared to a goal of less than 10.
II. Employee Development	• Updated desk procedures and conducted cross-training sessions. • Conducted procurement training sessions. • Developed training videos for personnel. • Participated in professional development programs.
III. Rebuilding the System	• Blanket contracts developed and implemented.
IV. SEPTA is a Business	• Cameras installed, configured and tested at 26 locations, many with connections directly to headquarters for monitoring. • Completed perimeter security fencing at three locations. • Achieved asset recovery. • Streamlined/expedited procurement processes. • Implemented majority of the Management Consultant Study recommendations for the DBE Program Office.
V. Safety as the Foundation	• Conducted operations training and refreshers regularly for storeroom personnel. • Conducted safety briefings at all material distribution centers. • Participated in safety events



SEPTA

Audit and Investigative Services

Audit and Investigative Services

Overview

The Audit and Investigative Services Division conducts audits, reviews, and investigations of the Authority's operations to promote economy, efficiency, and effectiveness and to detect and deter waste, fraud, abuse, and mismanagement. The Division includes the Internal Audit Department and the Office of the Inspector General.



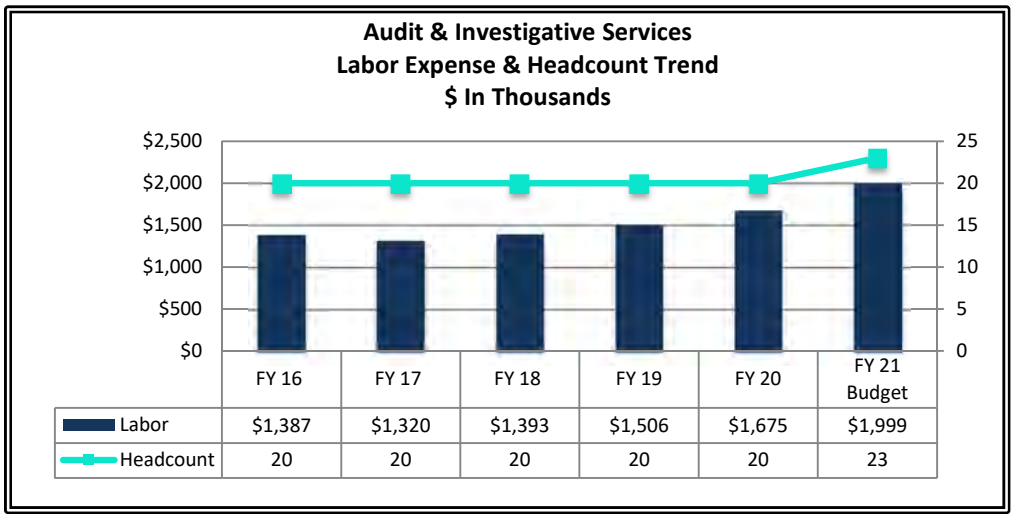
Headcount

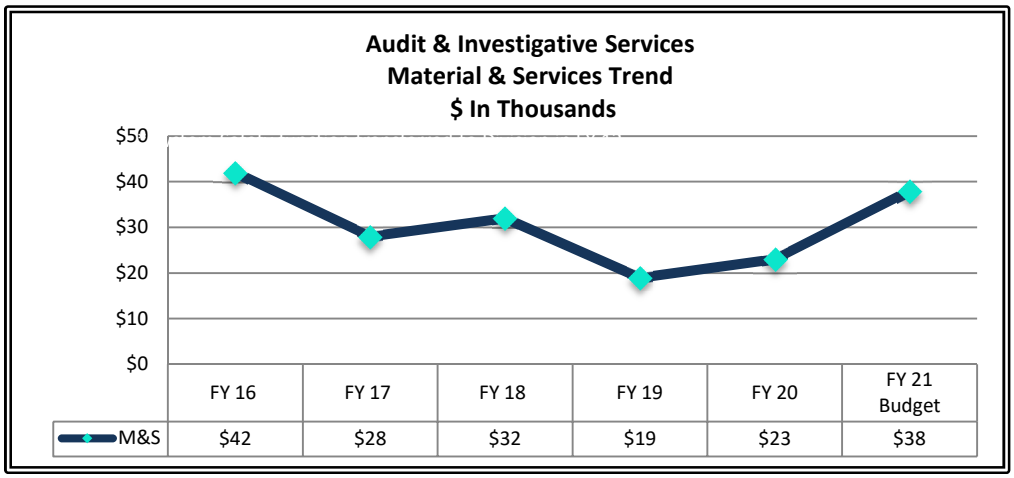
	OPERATING HEADCOUNT		
	Mgmt.	Police	Total
Internal Audit	14	-	14
Office of the Inspector General	5	4	9
Total Headcount	**19**	**4**	**23**

Budget

Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Internal Audit	$ 1,163	$ 27	$ 1,190
Office of the Inspector General	836	11	847
Total	**$ 1,999**	**$ 38**	**$ 2,037**





Principal Responsibilities

INTERNAL AUDIT
Internal Audit is an independent, objective, internal review and consulting activity designed to add value and improve the organization's operations. It provides a systematic, disciplined approach to evaluate financial risk/exposure and improve the effectiveness of risk management, internal control, and governance processes.

Internal Audit conducts financial, compliance, and operational audits of departments within the Authority. The department is also responsible for the review of cost proposals and audits of cost reimbursement contracts and change order/claims. Additionally, Internal Audit provides a wide range of internal consulting support to departments upon request. The Department is comprised of Internal Audit, Information Technology, and Contract Audit sections.

Internal Audit
Internal Audit is responsible for reviewing all areas within the Authority by performing formal audits of an entire process or independent reviews of a particular activity or account balance.

Information Technology
A specialized sub-unit of Internal Audit that is responsible for reviewing new and existing computer applications, access security, and hardware. Independent data extracts and reporting support are also generated for Internal Audit and other divisions.

Contract Audit
Contract Audit is responsible for auditing or reviewing third-party cost data in accordance with established policies and federal requirements. The work includes reviews of pre-contract cost proposals and audits of actual costs incurred on cost-plus-fixed-fee contracts. In addition, Contract Audit performs audits or reviews of cost documentation in support of change orders and claims.

OFFICE OF THE INSPECTOR GENERAL
The Office of the Inspector General is responsible for conducting independent investigations relating to fraud, waste, abuse, and mismanagement. This is accomplished through continuous monitoring and investigations directed at specific concerns.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **SEPTA is a business**	a) Advance the goal of management accountability by identifying and formalizing requirements for areas determined to involve expenditures of Authority funds.
II. **The Customer Experience**	a) Assemble a group representing Authority-wide individuals that have involvement with the communication, reporting or remediation of Elevator/Escalator outages to determine whether any efficiencies can be gained in the process.
III. **Workplace Development and Support**	a) Assist in advancing the Authority Policy teams to update and develop policies that reflect the current needs of the Authority and compliance with federal safety requirements.
IV. **Formalize the Investigative Services Department's Authority Regarding Workforce Cooperation**	a) Use the enabling legislation, independent legal opinions, Authority policy and/or Board intervention to define the parameters of the Investigative Services (Inspector General) authority in investigation matters.

Fiscal Year 2020 Accomplishments

	FY 2020 Goals	Accomplishments
I.	**Develop a Statement of Changes as a source for development of the audit schedule.**	• IT Audit developed a report showing General Ledger account changes which was used to develop the CY 2020 audit schedule.
II.	**Determine the value and cost of developing a data warehouse for linking disparate systems**	• Identified significant costs involved to link data keys to achieve new reporting. Investigated a low cost alternative for a visualization tool in MS Tableau. Supported the new HRIS and planned migration to the cloud of INFOR financials as a priority opportunity for data links.
III.	**Pursue cooperation throughout the Authority concerning investigation efforts by the Inspector General**	• Obtained two independent legal opinions confirming the role and authority of the Inspector General to require cooperation of all employees.
IV.	**Advance daily public communications impacting the disabled community through facility inspection following reports of elevator/escalator outages**	• During FY 2020, outages were investigated from communication through remediation efforts with the objective of determining the personnel involved and the reporting flow. Identification of the apparent communication gaps will move to investigate remediation efforts.
V.	**Continuous participation in the SEPTA KEY program efforts to create the system documentation and identify areas for review**	• While not precipitated by the creation of system documentation, involvement with KEY relating to the Crew Remittance Office (CRO) was initiated in FY 2020. User requirements were evaluated from an internal control perspective. The Conduent design of KEY for the CRO will be a focus for internal control in FY 2021.

SEPTA

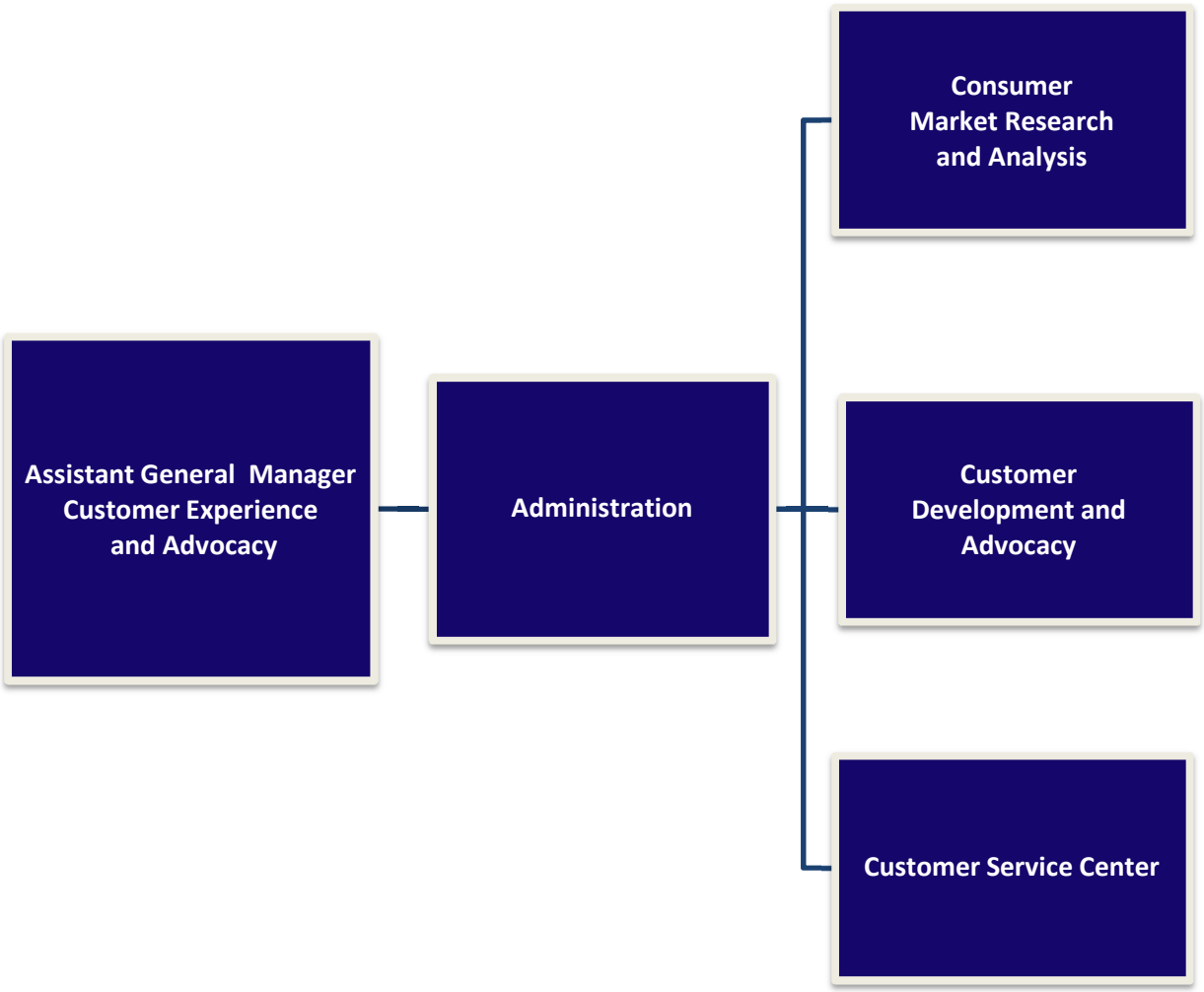
Customer Experience and Advocacy



Customer Experience and Advocacy

Overview

The Customer Experience and Advocacy Division is responsible for the development, implementation, and coordination of SEPTA customer service and customer advocacy initiatives. The Division acts as the clearing house for all customer information gathered across various channels, for collecting "customer intelligence", for advancing the Authority's "Customer-Focused" agenda, and for performing consumer research to help the organization ascertain customer priorities, satisfaction levels, and overall loyalty.



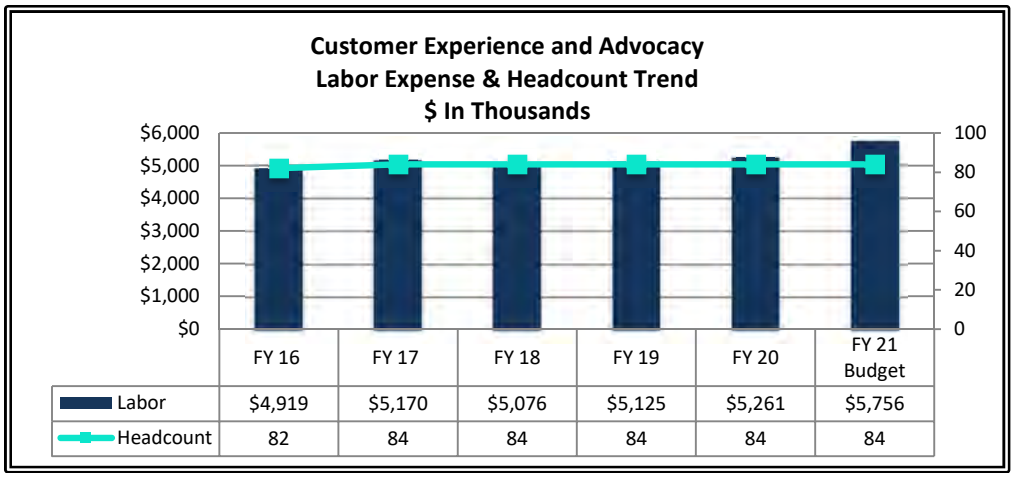
Headcount

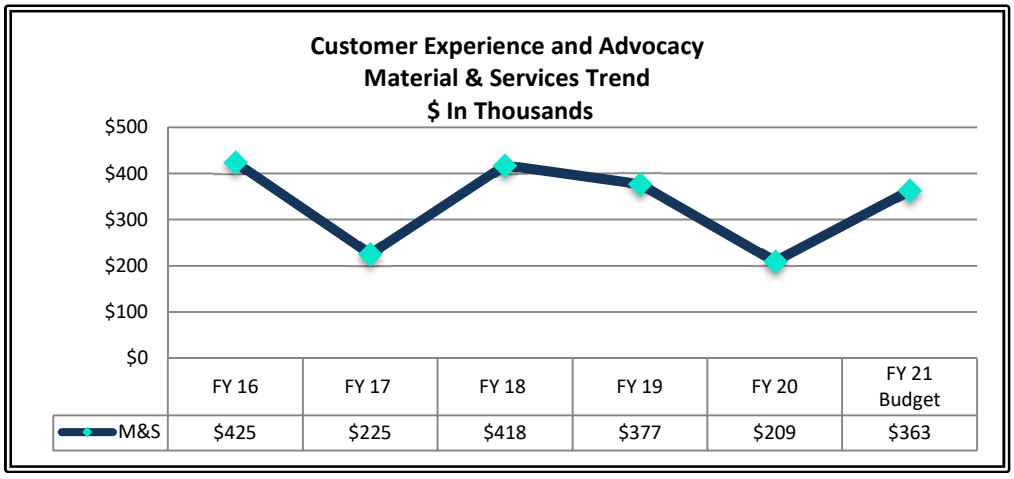
	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	4	-	4
Consumer Market Research and Analysis	2	-	2
Customer Development and Advocacy	4	-	4
Customer Service Center	14	60	74
Total Headcount	**24**	**60**	**84**

Customer Experience and Advocacy

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 389	$ 351	$ 740
Consumer Market Research and Analysis	151	-	151
Customer Development and Advocacy	304	-	304
Customer Service Center	4,912	12	4,924
Total	**$ 5,756**	**$ 363**	**$ 6,119**





Note: FY 2020 expenses were low due to the scheduled customer satisfaction survey getting postponed as a result of the Covid-19 pandemic.

Customer Experience and Advocacy

Principal Responsibilities

ADMINISTRATION
Coordinate, manage and direct the financial and administrative activities for the Customer Experience and Advocacy Division.

CONSUMER MARKET RESEARCH AND ANALYSIS
Understanding the needs and expectations of a business' customers is vital to success. This unit uses qualitative and quantitative research, plus audits by service quality staff, to support the goals of the Division as well as other SEPTA business units. It also oversees the Service Quality Unit, SEPTA's "Secret Shoppers" that assesses all aspects of the Customer Experience, anywhere and anytime.

CUSTOMER DEVELOPMENT AND ADVOCACY
This group advances the Customer Experience through interdivisional initiatives, customer outreach/engagement, and new market development. Department Staff is responsible for leading the "Building a SEPTA Culture of Service and Creativity" (BASCSC) program, the Downtown Link Customer Experience, and the College Travel Center initiative. The Advocacy unit of Customer Development works with key stakeholder groups such as the Citizens Advisory Committee (CAC), Youth Advisory Council (YAC), and Delaware Valley Association of Rail Passengers (DVARP) and other transit advocacy groups, to foster transparency and broader customer involvement into the Authority's decision making process.

CUSTOMER SERVICE
The Contact Center is responsible for responding to customer issues and inquiries received via telephone, email, mail, fax and walk-ins concerning travel information, lost and found, complaints, suggestions, and commendations. It coordinates Authority-wide use and analysis of the Customer Relations Management (CRM) program VERITAS as a critical tool for better understanding customer expectations while also assisting internal units with their performance goals. The department also manages various "Social Customer Services" engagement channels on assorted social media platforms. The Contact Center is the primary conduit for coordinated activity with the SEPTA Key call center.

Customer Experience and Advocacy

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **Nourish and advance a wide array of Customer-Focused initiatives**	a) Using data from consumer research and the VERITAS database, provide reports and analysis to GM Team and others regarding customer concerns, issues and priorities. b) Work with other Divisions to ensure that the customer service agenda remains vital and relevant by closing out completed/obsolete initiatives and introducing new ones. c) Advocate for the inclusion of Customer Experience attributes in critical SEPTA initiatives such as SEPTA Key, Trolley Modernization, Comprehensive Bus Network redesign and the development of the SEPTA Concourse mode. d) Ensure customer-related design features are fully considered in facility and vehicle design, as well as modal services, through formal Customer Experience and Advocacy interaction. e) Expand and enhance relationships with transit advocacy groups.
II. **Develop Customer-Focused Workforce**	a) Provide leadership to culture change initiatives such as BASCSC that emphasize customer-focused decision making and innovation. b) Advocate, support and assist the development and adoption of divisional customer-focused organizational and personal goals. c) Recognize SEPTA team members that have made a significant contribution to customer satisfaction, peer support or gaining/sustaining customer loyalty. d) Design, implement and lead a new, interactive cultural training program, “Navigating the Customer Experience”, to promote self-awareness and team building.

Fiscal Year 2021 Goals and Business Initiatives (continued)

FY 2021 GOALS	BUSINESS INITIATIVES
III. **Employ technological advancements to improve Customer Service**	a) Continue efforts to establish SEPTA as the industry leader in the innovative use of "social customer service" across existing and new channels, which foster timely engagement and transparency. b) Provide enhanced real-time tools to Customer Service Staff to allow accurate and timely dissemination of information. c) Continue to evolve organizationally from traditional Customer Service to a modern Contact Center that embraces "Customer Intelligence and Analytics" by employing non-traditional business models and emerging technology. d) Assess opportunities for innovative use of translation technology tools/software to allow Staff to effectively communicate with those that are not proficient in either English or Spanish.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Nourish and advance a wide array of Customer-Focused Initiatives	**External Customer** • Increased customer engagement through the BASCSC "SEPTA Customer Connection" program held at 11 different venues, through the BASCSC Holiday Vehicle program and by Agent engagement at principle transit centers. • Advanced ongoing dialogue with colleges and universities to market SEPTA to students and Staff as the preferred transportation option. • Advanced innovative new customer amenities such as the Regional Rail Parking Car Wash program, Books in Transit and Reading Terminal Market's Jefferson Market Carts. Expanded the partnership with Mural Arts, and Music and Moves program. • Promoted and produced various SEPTA "Behind the Scenes" programs for schoolchildren and continued administrating the SEPTA Tours program. • Led efforts to revitalize the Concourse Customer Experience with special events such as UniverSoul Circus, Bach in the Subway, and the Suburban Station Holiday Program. Planned for the inaugural Great Philly Undercover Scavenger Hunt.

Fiscal Year 2020 Accomplishments (continued)

FY 2020 Goals	Accomplishments
I. Nourish and advance a wide array of Customer-Focused Initiatives (continued)	• Responded to approximately 1.3 million customer phone calls, 185,000 customer inquiries at field offices, and over 35,000 social media followers on several platforms. • Supported various Stakeholder groups such as the Citizens Advisory Committee, the Youth Advisory Council, the Clean Air Council, 5th Square and others that promote public transportation. **Internal Customer** • Expanded and promoted BASCSC employee recognition through SEPTAcular, GM Awards and other divisional initiatives. • Advanced activities under the BASCSC banner designed to improve morale and camaraderie, including Holiday Vehicle Competition, Family Day at Clementon Park, the Bowling Bash and GM Team Shadow Days.
II. Develop Customer-Focused Workforce	• Staff participated in training programs designed to consistently support SEPTA's Customer Service goals. • Implemented a new interactive class entitled Navigating the Customer Experience.
III. Employ technological advancements to improve Customer Service	• The Authority's social media team continues to hold "Best in Class" status for its work centered on Twitter accounts @SEPTA_Social and @SEPTAKey as well as its Instagram accounts and customer engagement on SEPTA's Facebook page. • Tested an innovative "texting" platform to assess market potential in transit. • Advanced the use of a new English as a Second Language tool to assist individuals in communicating with Staff. • Updated and refined the use of social media software tools that allow for more effective and efficient customer engagement.

SEPTA

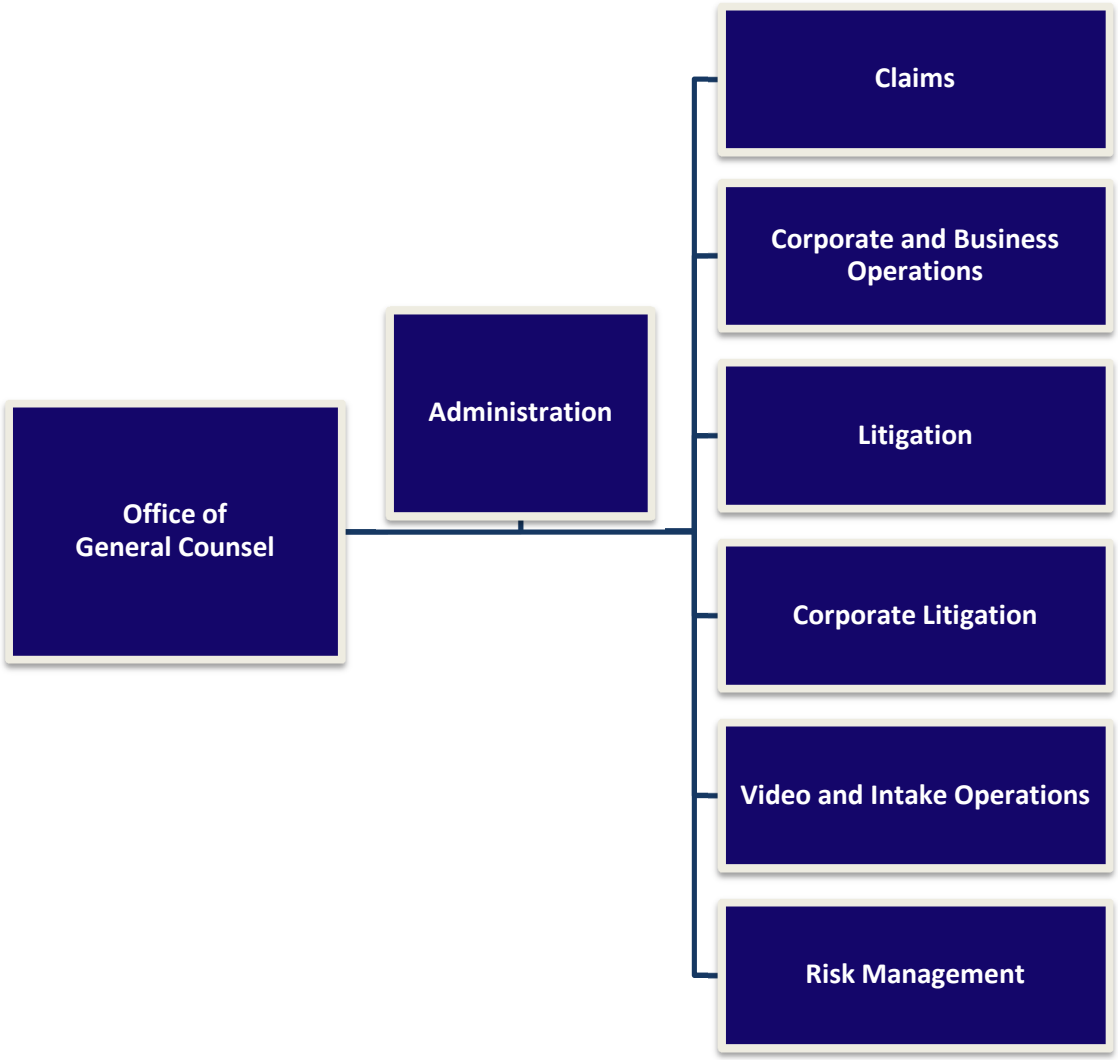
Office of General Counsel



Office of General Counsel

Overview

The Office of General Counsel Division consists of the Corporate and Business Operations, Video and Intake Operations, Litigation, Corporate Litigation, Claims, and Risk Management Departments, all reporting to the Office of General Counsel.

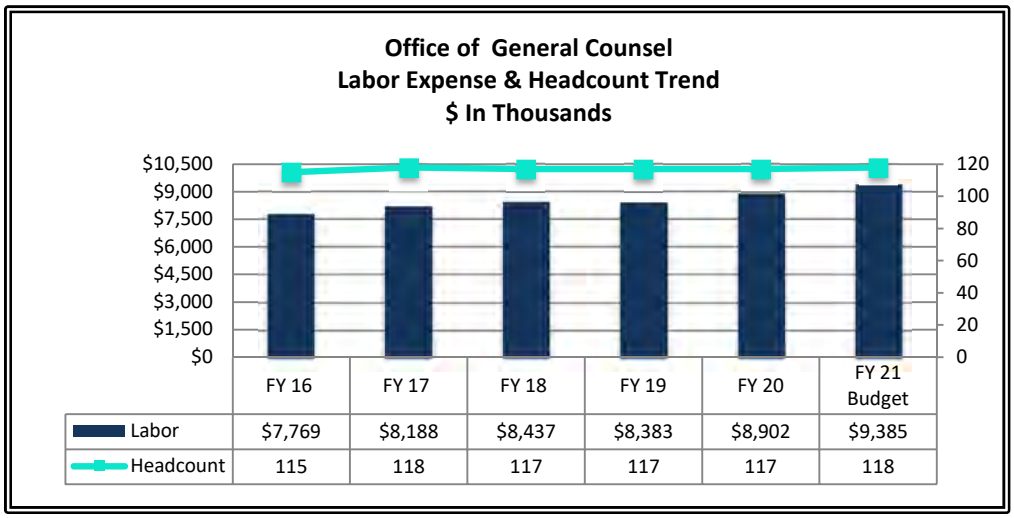


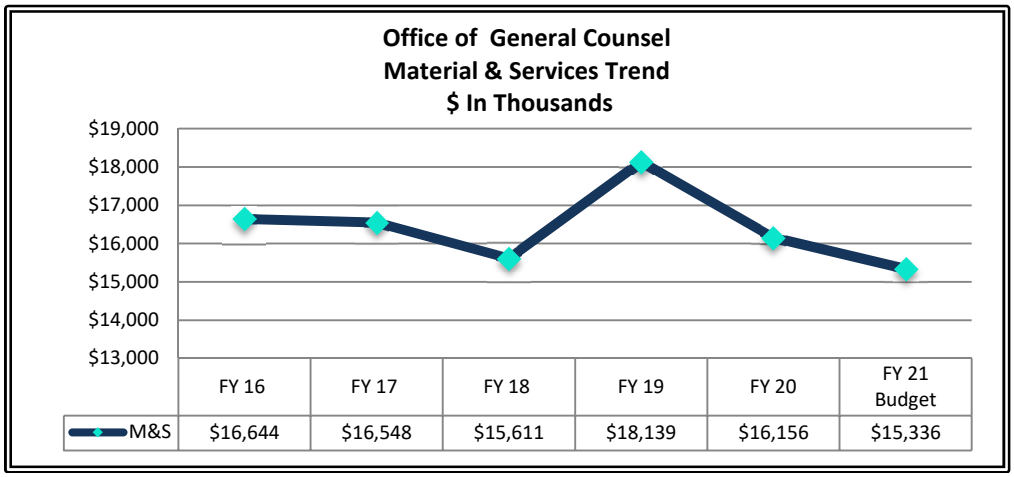
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	8	-	8
Claims	16	11	27
Corporate and Business Operations	10	-	10
Litigation	29	-	29
Corporate Litigation	4	-	4
Video and Intake Operations	19	12	31
Risk Management	9	-	9
Total Headcount	**95**	**23**	**118**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 1,088	$ 20	$ 1,108
Claims	1,870	1,650	3,520
Corporate and Business Operations	950	6,295	7,245
Litigation	2,403	3,077	5,480
Corporate Litigation	335	2,389	2,724
Video and Intake Operations	2,024	1,869	3,893
Risk Management	715	36	751
Total	**$ 9,385**	**$ 15,336**	**$ 24,721**





Return to Table of Contents

Principal Responsibilities

CORPORATE
Lawyers within the Corporate Department negotiate and draft legal contracts and other documents that support and promote the activities of client departments. Counsel advises management on matters that have legal implications, assists other departments in drafting documents that have legal-related elements, and works with outside attorneys handling matters involving specialty areas of the law. The Corporate Department is involved in all transactional legal matters such as those related to procurements, construction, technology contracts, real estate, environmental law, energy, sustainability, and railroads and property use.

CLAIMS AND INTAKE OPERATIONS
The Video and Intake Unit is responsible for performing intake functions for all matters, claims and requests that come into the Office of General Counsel; seeking and compiling all information, data and records needed to handle all OGC matters; and featuring those functions associated with carrying-out the Authority's video surveillance program. The video program includes planning, collecting, reviewing, preserving, storing and producing data from video systems on SEPTA vehicles and in stations. Staff within this Department also respond to and handle requests for, notification of, and production of employee witnesses for court matters.

The Claims Unit is responsible for the handling of personal injury and property damage claims. Many claims are handled in tandem with attorneys in the Litigation Department, from first notice of the claim through its final resolution. Claim handling involves: thorough and detailed examination of evidence, a determination of liability and assessment of potential damages. The existence of pertinent video provides a key piece of beneficial evidence, one which often provides a dispositive defense to a claim. If the Authority is liable to an individual for injuries or property damage, then Staff will attempt to settle the claim in an equitable and prudent manner. For claims where the Authority either is not liable or is not able to obtain a just settlement, the case is defended in court by the attorneys of the Litigation Department.

LITIGATION DEPARTMENT
The Litigation Department is responsible for representing SEPTA in personal injury and property damage claims once a lawsuit is filed. Attorneys within the Litigation Department (as well as outside counsel who are managed by Department attorneys) handle all aspects of litigation from pleadings through discovery and up to and including trial. The attorneys evaluate cases and make settlement recommendations. When appropriate, the Department attorneys negotiate final settlements. The Litigation Department also handles appellate cases in the Commonwealth Court and Supreme Court of Pennsylvania on issues regarding SEPTA cases as well as others that may affect SEPTA as a mass transit agency and/or as a Commonwealth Party.

CORPORATE LITIGATION DEPARTMENT
Lawyers within the Corporate Litigation Department represent SEPTA in civil actions that are other than personal injury and property damage. Corporate litigation actions include, labor and employment matters, civil rights cases, contracts and construction suits, and trademark registration and infringements. This Department also provides legal counsel to management on employment matters and statutes (including Title VI, ADAAA, ADEA, FMLA, FLSA, and USERRA) and employment concerns before state and federal administrative agencies. Additionally, Staff within this Department handles the intake, response, and appeal of requests for Authority records submitted under the Pennsylvania Right-to-Know Law, third party subpoena requests for records and litigation holds.

RISK MANAGEMENT

The Risk Management Department manages SEPTA's programs to compensate injured employees who have claims under the Commonwealth's workers' compensation laws or under the Federal Employers Liability Act (FELA). Department Staff oversee a third party administrator of workers' compensation claims, handling medical and indemnity management, coordinating internal vocational rehabilitation, and managing all alternative and transitional duty programs. Staff also administers supplemental benefits as prescribed by labor contracts. FELA Unit Staff oversee a third party administrator of FELA claims which monitors, settles, and oversees litigation of claims of injured railroad workers. The Insurance Unit Staff helps to manage the Authority's exposure to risk under transactional situations, through the application of risk management tools such as insurance programs, self-insurance administration, performance bonds, and letters of credit. The Business Operations Unit within this Department is responsible for the administrative and business functions that support the Office of General Counsel (OGC), such as staffing and employment management, training, budget development, administering legal services contracts and managing office equipment and supplies.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **Expand upon the pilot program developed during FY 2020 to extend to all outside Counsel Cases**	a) Revive/update and implement guidelines to manage tort claims assigned to outside counsel, wherein each matter in the Pilot Program is handled by a Claims Supervisor under the supervision of a Claims Manager. b) All requests for surveillance, Insurance Medical Examinations or other experts will be directed to the Claims Supervisor for review and a summary with a recommendation given to the Claims Manager. c) Critical Event Review approach being used to target the following events: • New Case Assessments • Phone Conferences with Claims Supervisors • Case Management Conferences • Discovery Responses • Depositions • Settlement Conferences d) General Counsel and Deputy General Counsel will continue to oversee the litigation of these matters.

Fiscal Year 2021 Goals and Business Initiatives (continued)

FY 2021 GOALS	BUSINESS INITIATIVES
II. **Implement Document Management for the Corporate Department using SharePoint**	a) Application will have functionality to organize matters based on a unique identification scheme, to organize and store information by matter, to readily manage emails, to provide tickler reminders, and to allow for queries and reporting
III. **Improve FELA Claims Management Process**	a) Finalize transition of FELA program to new vendor. b) Document claims management process c) Enhance early claims investigation practices to ensure all facts are frozen at the time of incident d) Provide lost productivity data to key Railroad Management Staff
IV. **Develop a continuing plan to update Vehicle Video Program**	a) Utilize capital funding for replacement b) Secure contract for reliable maintenance and troubleshooting of video equipment

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Establish a pilot program for Managing of Tort Claims by Claims Managers	• Program has been successful and will be expanded to cases handled by Outside Counsel.
II. Implement Document Management for the Corporate Department using SharePoint	• Corporate Staff are now using the SharePoint application to track, monitor, organize, and store the various documents and other data for corporate legal matters.
III. Take next steps in disseminating Litigation Loan "Pitfalls & Dangers" education	• This initiative remains ongoing. • Revision to the FELA Claims Management program underway will include awareness on dangers of Litigation Loans.
IV. Develop a continuing plan to update Vehicle Video Program	• This goal remains ongoing. • Formalized plan to regularly update equipment is currently being developed.

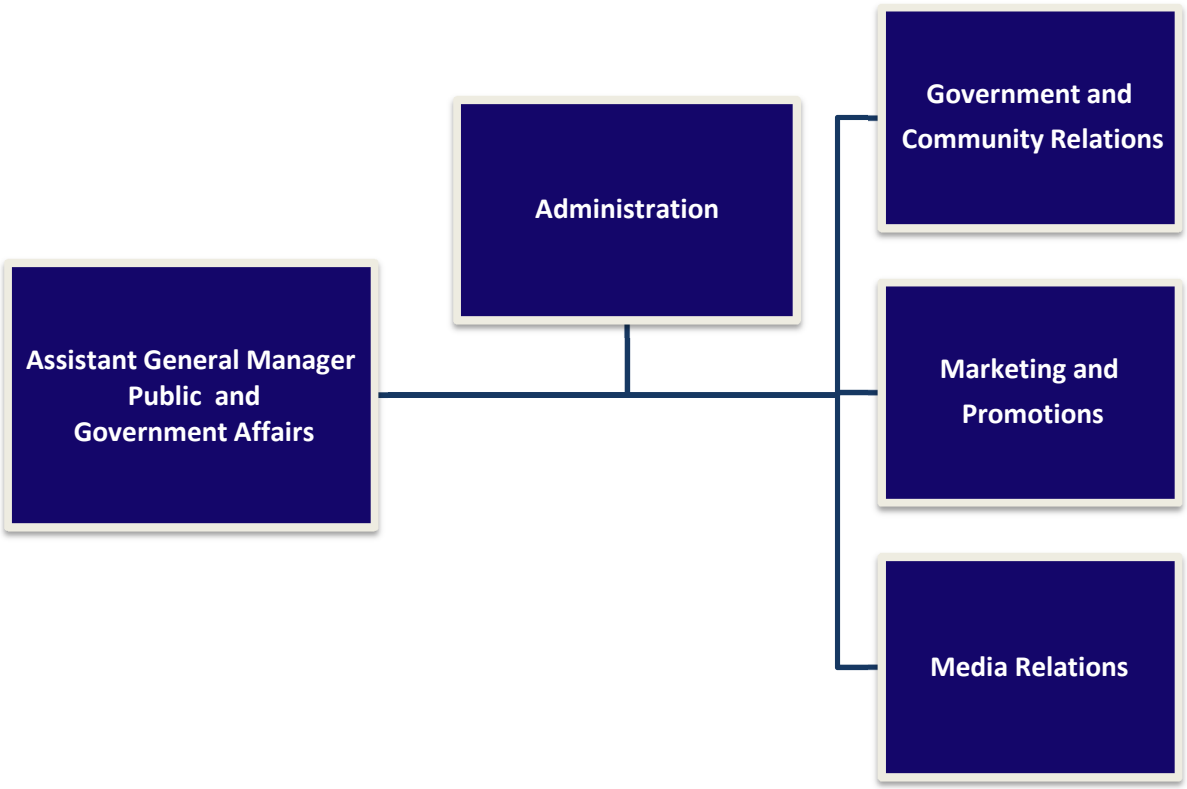
SEPTA

Public and Government Affairs

Public and Government Affairs

Overview

The Public and Government Affairs Division – comprised of Administration, Government and Community Relations, Marketing and Promotions, and Media Relations – is responsible for communicating the Authority's official position on key issues, enhancing public perception, and developing campaigns that promote transit awareness and ridership growth. The Division builds and maintains strong working relationships with federal, state, and local elected officials, members of the media and transit stakeholders to ensure SEPTA's priorities and message effectively reach lawmakers and the public.

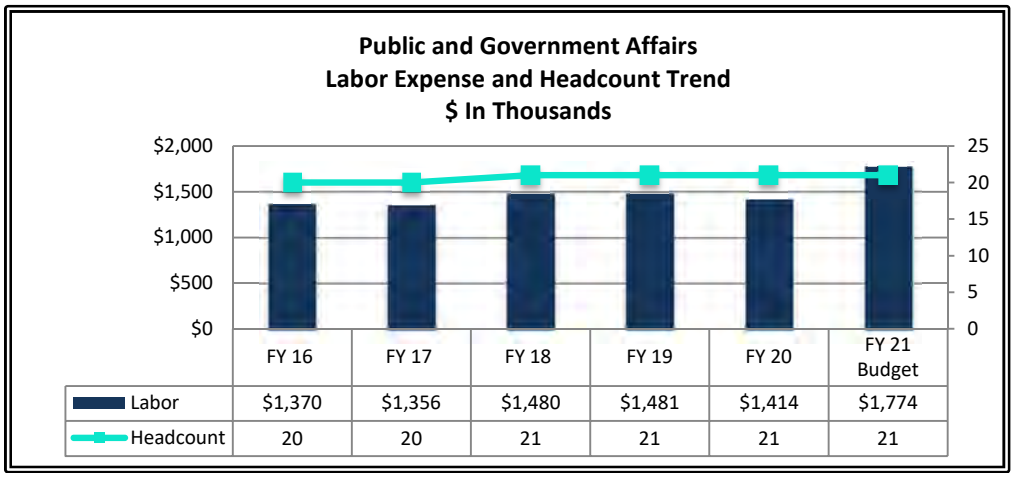


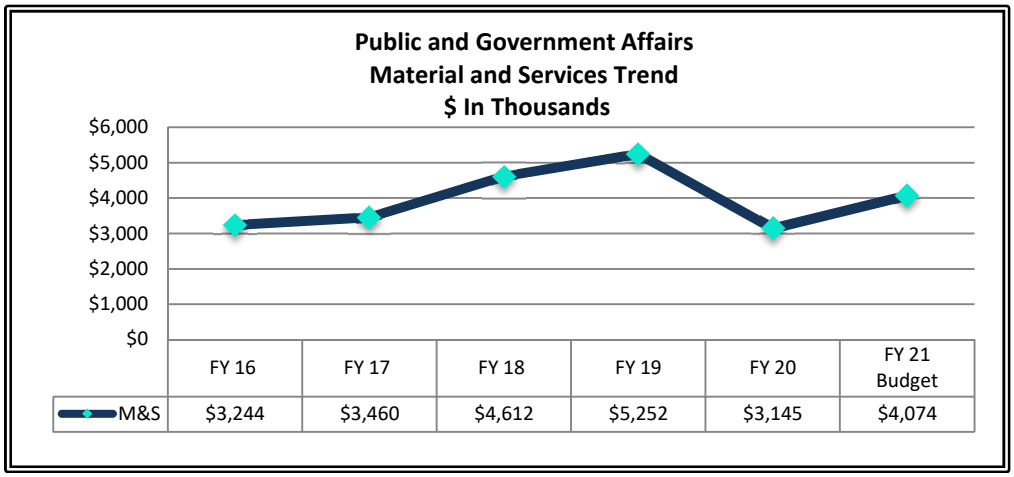
Headcount

	OPERATING HEADCOUNT		
	Mgmt.	Clerical	Total
Administration	5	-	5
Government and Community Relations	9	-	9
Marketing and Promotions	3	-	3
Media Relations	4	-	4
Total Headcount	**21**	**-**	**21**

Budget
Amounts in Thousands ('000)

	Net Labor	Material & Services	Total
Administration	$ 598	$ 997	$ 1,595
Government and Community Relations	685	22	707
Marketing and Promotions	173	3,048	3,221
Media Relations	318	7	325
Total	**$ 1,774**	**$ 4,074**	**$ 5,848**





Note: FY 2020 decrease was due to the curtailment of advertising as a cost saving initiative during the Covid-19 pandemic.

Principal Responsibilities

ADMINISTRATION
Coordinates, manages, and directs the financial and administrative activities for the Public and Government Affairs Division.

GOVERNMENT and COMMUNITY RELATIONS

State
Advocates on behalf of SEPTA's funding and legislative priorities with the Pennsylvania General Assembly, the Governor's office, and relevant state departments. Builds and maintains effective relationships with elected officials from the five county region, Senate and House leadership, and committees of jurisdiction. Staff serves as the Authority's point of contact for legislative and constituent inquiries and develops strategies for engaging local and statewide stakeholders in support of transportation policies that further SEPTA's operating and capital initiatives.

Federal
Works with the region's Congressional delegation, committees of jurisdiction, and various federal agencies to advance SEPTA's interests both legislatively and administratively. Reviews and analyzes legislative and regulatory provisions related to transportation authorization and annual appropriations, safety, energy and environmental policy, and accessibility to ensure federal transportation policies further SEPTA's operating and capital priorities.

Local / Community
Works with Philadelphia City Council, Bucks, Chester and Montgomery County Commissioners, Delaware County Council, and local officials to advance operating and capital initiatives to meet the region's transportation needs. Staff provides proactive outreach before and during SEPTA projects, and responds to issues impacting Council Districts and communities throughout the service area. Staff also attends city, county, and municipal meetings to update the public on SEPTA projects and works with a variety of community groups to address various transit-related issues.

MARKETING and PROMOTIONS
Uses innovative and attention-grabbing promotional campaigns to build awareness about SEPTA service. Interacts with current and potential customers to build and maintain ridership across all modes and in all counties. Effectively markets SEPTA by utilizing offline and online media, event marketing, loyalty programs, industry-leading social media engagement, and strategic partnerships with area sports teams, businesses, and cultural institutions. Executes contracts and coordinates activities with third-party agencies to maximize the effectiveness of the Authority's promotional and marketing portfolio.

MEDIA RELATIONS
Responsible for informing customers and the general public about SEPTA service and developing a communications strategy that promotes the Authority locally, regionally and nationally. Staff works in coordination with key internal departments to tell SEPTA's story. Builds and strengthens relationships with the media through news conferences and events, creating press releases and other content, and distributing information on SEPTA's website and various social media platforms. The department prioritizes transparency and accessibility, responding to media inquiries 24 hours a day, seven days a week.

Fiscal Year 2021 Goals and Business Initiatives

FY 2021 GOALS	BUSINESS INITIATIVES
I. **Build an advocacy program that highlights SEPTA's commitment to providing accessible mobility that drives the economy, supports equity and opportunity, promotes safety and advances sustainability**	a) Develop strategies to communicate SEPTA's core mission to diverse constituencies.
II. **Advocate for SEPTA's funding and policy priorities at all levels of government**	a) Work with advocates and stakeholders, including the Southeast Partnership for Mobility, to preserve state and federal funding and identify innovative multi-modal transportation funding solutions. b) Continue strong partnerships with the City of Philadelphia and Bucks, Chester, Delaware and Montgomery Counties, including engaging new Members of Council and Commissioners. c) Respond to legislative constituent inquiries and provide timely information to elected officials and stakeholders. d) Continue successful partnership with legislative offices to enroll senior citizens on the SEPTA Key Senior ID program and develop a card renewal program that maintains that partnership.
III. **Continue to demonstrate the impact and importance of public infrastructure investment by highlighting the success of SEPTA's Capital Program**	a) Work with regional elected officials to highlight the economic impact generated by SEPTA infrastructure investment in communities throughout southeastern Pennsylvania and the Commonwealth. b) Continue to promote the economic impact of transit in large metro regions and highlight the need to bring systems to a state of good repair and enhanced capacity.

Fiscal Year 2021 Goals and Business Initiatives (continued)

FY 2021 GOALS	BUSINESS INITIATIVES
IV. **Continue proactive approach to community and media relations**	a) Continue to develop new and unique opportunities to engage media, across all platforms, to inform the public about SEPTA initiatives. b) Utilize SEPTA's new bilingual public information manager to develop new outreach opportunities and outlets to reach new and diverse communities of customers. c) Establish methods to highlight the Authority's diversity and positive contributions to the region.
V. **Promote regional awareness of SEPTA's service and successful initiatives through customer, public and corporate engagement**	a) Communicate and promote the rider benefits of using the SEPTA Key Card. b) Facilitate meaningful partnerships that support the Authority's mission and overall brand. c) Identify and highlight the advantages of riding SEPTA.

Fiscal Year 2020 Accomplishments

FY 2020 Goals	Accomplishments
I. Advocate for SEPTA's funding and policy priorities in Congress and the Pennsylvania General Assembly	• Worked with local, state and national partners and coalitions to build upon successful messaging on the importance of multi-modal infrastructure investment. Worked with the Southeast Partnership for Mobility – a regional workgroup comprised of business and civic leaders – on developing findings and recommendations for state and local solutions to create a sustainable transportation investment strategy.
II. Demonstrate the impact and importance of public infrastructure investment – Act 89 and the FAST Act – by highlighting the success of SEPTA's "Rebuilding the System" capital program	• SEPTA's successful use of Act 89 funds to invest in system-wide state of good repair projects was highlighted via public events, such as ribbon cuttings and ground breakings, and through outreach to elected officials and stakeholders.
III. Continue proactive community outreach related to capital construction and service initiatives	• Met with community groups, elected officials and stakeholders prior to and throughout SEPTA construction projects and major service initiatives. • Attended various events organized by community groups and elected officials promoting use of public transit, SEPTA Key and how to pursue employment at SEPTA.
IV. Expand outreach to traditional, new and community-based media	• Brought on full-time bilingual Public Information Manager and expanded outreach to traditional and new media. • Conducted a series of media tours specific to SEPTA Key implementation to inform customers about usage and advantages.
V. Promote regional awareness of SEPTA's progress	• Developed new initiatives and partnerships – including the "Visit the Vines" promotion – to support SEPTA's mission of ridership growth and highlight advantages of riding SEPTA. Successful launch campaign for SEPTA Bus Route 49 and continued promotion of SEPTA Key, the SEPTA App, and the Frequent Bus Network. • Utilized ISEPTAPHILLY platform to reach thousands of social media followers and promote SEPTA's important role in major events throughout the region.

13. Summary of Interdepartmental Expenses

13. Fringe Benefits

Fringe Benefits are a major expense for SEPTA representing 25.3% of the Fiscal Year 2021 Operating Budget of $1.53 billion. Responsibility for management of fringe benefit costs rests with all Authority departments, however, Finance and Human Resources take the lead in cost control. Expenditures for Fringe Benefits are largely controlled by statutory and contractual obligations and have been significantly influenced by national trends.

Listed below are the various Fringe Benefit categories:

Medical and Life Insurance
SEPTA provides medical, prescription drug, dental, vision, and life insurance benefits for union employees, management employees, and retirees in accordance with SEPTA policy and labor agreements negotiated with each respective bargaining unit.

Payroll Taxes
This represents the required employer contribution for Social Security (FICA) and Railroad Retirement Taxes (RRT).

Unemployment
SEPTA is required to pay into the State and Railroad unemployment compensation funds and is self-insured for non-railroad employees.

Pension
This includes pension obligations, excluding Railroad employees who are covered by the Railroad Retirement System.

Workers' Compensation and FELA
Obligations to transit and Railroad employees injured on duty for their medical bills and lost wages.

Fiscal Year 2021 Operating Budget
Fringe Benefit Expense
(Amounts in Thousands)

Medical, Prescription, Dental, Vision & Life Insurance	$	204,894
Payroll and Unemployment Taxes		78,824
Pension		117,920
Workers' Compensation and FELA		27,679
Subtotal	$	429,317
Capital Support and Projects		(42,320)
Fringe Benefit Expense	**$**	**386,997**

Fiscal Year 2021 Operating Budget
Labor and Fringe Benefits
Amounts in Thousands (000's)

Department	Net Labor	Net Fringe Benefits	Total
Audit and Investigative Services	$ 1,999	$ 1,102	$ 3,101
Communications	1,332	735	2,067
Corporate Staff	2,931	1,616	4,547
Customer Experience and Advocacy	5,756	3,174	8,930
Deputy General Manager/Treasurer Administration	1,609	887	2,496
DGM Operations, EM&C, and Vehicles	5,916	3,262	9,178
Employee Development/Relations	12,012	6,624	18,636
Engineering, Maintenance & Construction	82,932	45,733	128,665
Finance	9,068	5,001	14,069
Human Resources	4,596	2,534	7,130
Information Technology	6,559	3,617	10,176
New Payment Technologies	126	69	195
Office of General Counsel	9,385	5,175	14,560
Operations	512,653	282,704	795,357
Planning and Strategic Initiatives	4,102	2,262	6,364
Procurement, Supply Chain & DBE	10,864	5,991	16,855
Public and Government Affairs	1,774	978	2,752
Revenue Operations	14,154	7,805	21,959
System Safety	2,035	1,122	3,157
Transit Police	21,760	12,000	33,760
Capital Allocation	(9,787)	(5,394)	(15,181)
Total	**$ 701,776**	**$ 386,997**	**$ 1,088,773**

13. Non-Departmental Expenses

Amtrak	The expense is for the maintenance and use of Amtrak-owned track and facilities on the Northeast Corridor (between Trenton, NJ and Newark, DE) and the Harrisburg Line (Paoli/Thorndale Line). The Passenger Rail Investment & Improvement Act of 2008 (PRIIA) was implemented October 1, 2015. The budget reflects PRIIA mandates and cost assumptions developed by the Northeast Corridor Commission with input from SEPTA and other commuter agencies on the corridor.
ADA	The budgeted contract cost to SEPTA is shown here. The Staff cost for the administration of ADA complementary service and other accessibility programs for the disabled is included in the Operations Division under Customized Community Transportation.
Shared Ride Program	The budgeted cost for contractor door-to-door service for senior citizens. The cost of administrative staff in the Shared Ride Program is included in the Customized Community Transportation budget**.**
Debt Service Interest and Fees	Interest expenses and amortization of insurance premiums associated with the Authority's outstanding debt.
Property Insurance/Other Claims Payouts, Net	Reflects the projected premiums for insurance on various Authority assets, as well as other claims payouts net of recoveries.
Services for Headquarters' Building	Maintenance and administrative service expense for the operation of the corporate offices at the 1234 Market Street headquarters by a professional real estate management firm. These expenses cover both SEPTA and tenant-occupied space.
Snow Removal/ Severe Weather Contingencies	Includes snow removal and deicing at Regional Rail parking lots and station platforms only. Snow removal for all other facilities is accomplished in-house with existing forces and the related labor expense is included in the departmental budgets.
Utilities	Expense reflects the cost of non-propulsion electricity, heating oil, water and sewer, natural gas, and steam heat. All are based on projected rates of consumption and contractual or tariff based rates. Also included are expenses for telephone, cellular service and trash removal, which are based on our current contractual agreements.

CCT Connect - ADA Program

In compliance with the Americans with Disabilities Act, CCT Connect provides ADA complementary Paratransit transportation for persons who cannot use or access regular SEPTA fixed route service. Throughout the five-county service area, private carriers are under contract with SEPTA to provide door-to-door transportation to disabled riders by advanced reservation. Pre-Covid, projected Fiscal Year 2021 ridership was 639,000 trips for ADA City Division and 303,000 trips for the Suburban Division.

One of the main focuses of CCT Connect's efforts for Fiscal Year 2021 will be the continuation of providing 100% next day rides to ADA program patrons. SEPTA is committed to maintaining a "zero trip denial" policy.

The next-day trip initiative will build upon proactive steps taken during recent years. The entire SEPTA-owned fleet of 459 vehicles is maintained to SEPTA's standards by the contract carriers. In addition, the Philadelphia trip reservation scheduling and dispatch was centralized under SEPTA supervision along with driver training and testing. Other programs were instituted to enhance contractor accountability and customer satisfaction, including patron service monitoring and mobile data terminal (MDT) swipe card readers on all CCT Connect vehicles.

ADA Program initiatives continuing during Fiscal Year 2021 include the fleet replacement program for optimizing fleet reliability and an enhanced patron eligibility certification. This process will enable those CCT riders who are able, to use fixed route service for some or all of their travel. The training was developed in cooperation with the SEPTA Advisory Committee (SAC) and the disabled community.

Shared Ride Program

The Shared Ride Program (SRP) provides shared, advance-reservation, door-to-door transportation for Pennsylvanians age 65 and older. SEPTA's CCT Connect Department is the SRP county coordinator for Philadelphia County. The Pennsylvania Lottery Fund reimburses SEPTA for 85% of the cost of each eligible CCT Connect Shared Ride Program trip according to pre-established rates, with the balance coming from patron fares and/or third party agency sponsors. The Shared Ride Program's pre-Covid goal for Fiscal Year 2021 was to provide a total of 599,000 Shared Ride trips.

The Philadelphia Shared Ride Program Advisory Council (SRPAC), an independent advisory group, provides advice and information to SEPTA on Shared Ride Program service.

Injury and Damage Claims

Fiscal Year 2021 claims expense is budgeted at $24.7 million. Staff from the Authority's Office of General Counsel, in cooperation with various outside agencies, including the City of Philadelphia and Suburban Counties District Attorney's offices, aggressively defend against fraudulent claims.

Other Expenses

The Other Expenses category includes propulsion power, fuel, vehicle and facility rentals, and depreciation. A further description of these items can be found in the Operating Expense Section.

SEPTA

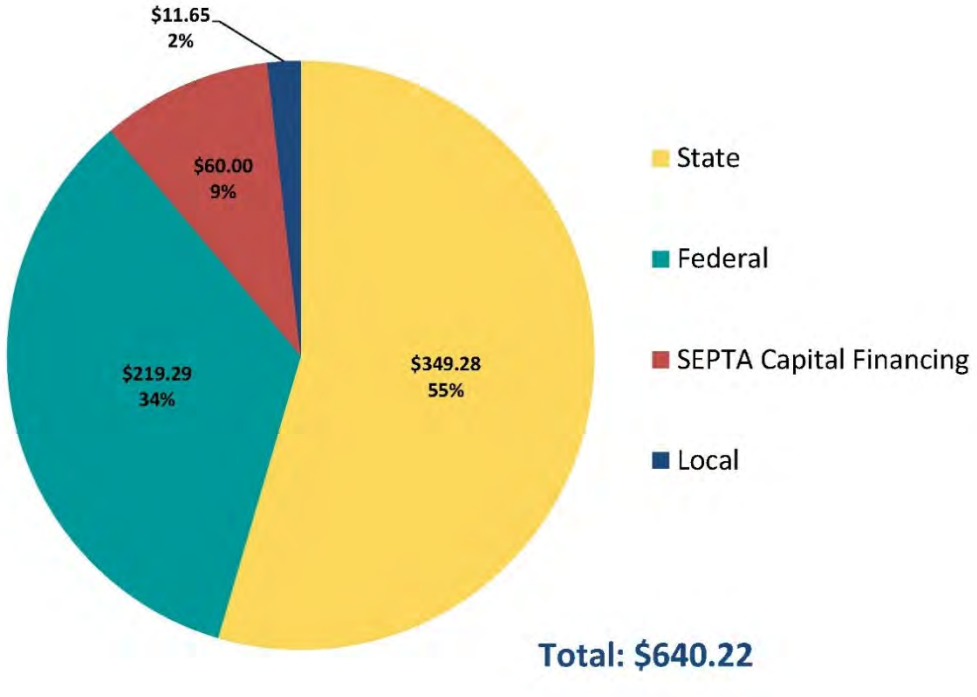
14. Summary of Capital Improvement Program

14. Capital Improvement Program

SEPTA's approved FY 2021 Capital Budget totals $640.22 million and the 12-year Capital Program totals $7.4 billion. The FY 2021 Capital Budget and 12-year capital program take into account Federal funding assumptions based on amounts authorized under the Fixing America's Surface Transportation (FAST) Act; funding from the Commonwealth of Pennsylvania generated by Act 89 legislation; required local match on state and federal funding levels; and anticipated capital financing.

The passage of Act 89 in 2013 provided a long-term transportation funding solution for the Commonwealth of Pennsylvania. This allowed SEPTA to initiate the "Rebuilding the System" capital program, and advance improvements throughout the transit network to bring transit assets into a state of good repair, modernize critical systems and accommodate current and future ridership growth. For the FY 2021 Capital Budget, SEPTA's capital program continues to make vital investments in the region's transportation infrastructure necessary to maintain transit assets in a state of good repair. SEPTA will continue to advance its capital program that improve critical infrastructure such as substations, bridges, track and stations. SEPTA capital funding will support early actions to advance two Projects of Significance: King of Prussia Rail and Trolley Modernization. The capital program provides for safety and security enhancements, along with modernization of communications and signal equipment. The SEPTA Key project continues to replace antiquated fare technology with modern payment technology. The Authority is replacing rail vehicles that have far exceeded their useful life. The fleet of hybrid diesel-electric buses is being expanded and pilot electric bus projects are being evaluated. Vehicle overhauls are being performed to optimize vehicle performance. SEPTA is also in the process of restoring rail service between Elwyn and a new station at US Route 1 in Middletown Township, Delaware County. The capital program includes annual financial obligations such as debt service and capital lease payments.

Fiscal Year 2021 Capital Budget
(In Millions)



14. Capital Improvement Program

Capital Sources of Funds

Sources of capital funds included in the FY 2021 Capital Budget are projected as follows:

Source	Amount In Millions	Description
State Capital Funds Section 1514	$349.28	Asset Improvement Program
Federal Transit Administration	$198.74	Section 5307, 5340, 5337 and 5339 Formula Programs (Based on SEPTA's actual FY 2020 Allocation)
2020 Series Bond	$60.00	SEPTA anticipates utilizing short-term borrowing to advance vehicle purchases during Fiscal Year 2021.
Federal Highway Flexible Funds	$19.08	Anticipated share of the regional flexible funds that are flexed to transit operators
U.S. Department of Homeland Security	$1.47	Based on SEPTA's anticipated share of Fiscal Year 2021 Transit Security Grant Program funds
City of Philadelphia, Bucks, Chester, Delaware and Montgomery Counties	$11.65	Local Matching Funds required for Federal and State Capital Grants.
Total	$640.22	

Fiscal Year 2021 Capital Budget
(In Millions)

Capital Programs	FY 2021
Bridge Improvements	$ 12.89
Communications, Signal Systems and Technology Improvements	47.65
Infrastructure Safety Renewal Program	48.58
Maintenance/Transportation Shops and Offices	49.38
Projects of Significance: Early Actions	9.37
Safety & Security Improvements	11.44
SEPTA Key	25.71
Service Restoration and Improvements	52.43
Stations, Loops and Parking Improvements	46.17
Substations and Power Improvements	31.62
Track and Right-of-Way Improvements	3.40
Vehicle Acquisitions and Overhauls	184.90
Financial Obligations	
Capital Asset Leases	$ 60.10
Debt Service	56.59
Total Capital Budget (incl. rounding)	**$ 640.22**

Fiscal Year 2021-2024 Capital Program
(In Millions)

Capital Programs	FY 2021	FY 2022	FY 2023	FY 2024
Bridge Improvements	$ 12.89	$ 13.97	$ 25.34	$ 25.45
Communications, Signal Systems and Technology Improvements	47.65	46.92	38.59	38.00
Infrastructure Safety Renewal Program	48.58	49.58	50.58	51.58
Maintenance/Transportation Shops and Offices	49.38	26.51	23.00	20.02
Projects of Significance: Early Actions	9.37	5.55	6.00	10.00
Safety & Security Improvements	11.44	21.49	20.98	18.69
SEPTA Key	25.71	14.03	9.55	0.00
Service Restoration and Improvements	52.43	21.91	7.76	0.00
Stations, Loops and Parking Improvements	46.17	42.31	44.17	60.99
Substations and Power Improvements	31.62	31.05	44.77	46.81
Track and Right-of-Way Improvements	3.40	3.65	4.69	4.79
Vehicle Acquisitions and Overhauls	184.90	202.60	219.45	208.15
Financial Obligations				
Capital Asset Leases	60.10	61.92	63.78	65.70
Debt Service	56.59	40.95	62.52	62.10
Total Capital Budget (incl. rounding)	**$ 640.22**	**$ 582.44**	**$ 621.19**	**$ 612.27**

14. Capital Improvement Program

FY 2021 Capital Budget and FY 2021 - 2032 Capital Program
(In Millions)

Capital Programs / Financial Obligations	Prior Funding	Budget Year FY 21	Program Years FY 22	FY 23	FY 24	FY 25	FY 2026-2032	12-Year Program Total	Beyond FY 2032	Total Budget
					$Millions					
Capital Programs										
Bridge Program	$20.37	$12.89	$13.97	$25.34	$25.45	$24.89	$166.64	$269.19	$0.00	$289.56
Communications, Signal Systems and Technology Improvements	$323.04	$47.65	$46.92	$38.59	$38.00	$32.08	$250.86	$454.10	$0.00	$777.15
Infrastructure Safety Renewal Program	$0.00	$48.58	$49.58	$50.58	$51.58	$52.58	$396.03	$648.90	$0.00	$648.90
Maintenance/Transportation Shops and Offices	$114.56	$49.38	$26.51	$23.00	$20.02	$20.75	$88.71	$228.38	$0.00	$342.94
Projects of Significance: Early Actions	$25.02	$9.37	$5.55	$6.00	$10.00	$10.00	$10.00	$50.92	$0.00	$75.94
Safety and Security Improvements	$40.66	$11.44	$21.49	$20.98	$18.69	$18.75	$181.82	$273.16	$0.00	$313.83
SEPTA Key	$253.01	$25.71	$14.03	$9.55	$0.00	$0.00	$0.00	$49.29	$0.00	$302.30
Service Restoration and Improvements	$113.35	$52.43	$21.91	$7.76	$0.00	$0.00	$0.00	$82.10	$0.00	$195.45
Stations, Loops and Parking Improvements	$340.19	$46.17	$42.31	$44.17	$60.99	$74.40	$640.77	$908.81	$64.15	$1,313.15
Substations and Power Improvements	$71.40	$31.62	$31.05	$44.77	$46.81	$47.91	$230.15	$432.30	$0.00	$503.70
Track and Right-of-Way Improvements	$11.37	$3.40	$3.65	$4.69	$4.79	$4.69	$65.29	$86.51	$17.90	$115.78
Vehicle Acquisitions and Overhauls	$627.54	$184.90	$202.60	$219.45	$208.15	$196.46	$1,421.75	$2,433.31	$0.00	$3,060.85
Financial Obligations										
Capital Asset Leases	$0.00	$60.10	$61.92	$63.78	$65.70	$67.67	$534.41	$853.58	$0.00	$853.58
Debt Service	$0.00	$56.59	$40.95	$62.52	$62.10	$62.10	$299.41	$583.67	$0.00	$583.67
Total Capital Budget (ind. rounding)	**$1,940.51**	**$640.22**	**$582.44**	**$621.19**	**$612.27**	**$612.27**	**$4,285.83**	**$7,354.22**	**$82.05**	**$9,376.78**

Capital Projects Impact Analysis on Operating Budget FY 2021 – FY 2026
SEPTA CAPITAL PROGRAM

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**
Hybrid Bus Purchase Program	**$1,656**	**$1,734**	**$1,734**	**$1,734**	**$1,734**	**$1,734**
In 2002, SEPTA began purchasing hybrid diesel-electric buses designed to reduce fuel consumption and SEPTA's carbon footprint through lower emissions. In 2016, SEPTA completed the acquisition and delivery of 275 new 40-foot and 60-foot hybrid buses. In 2017, SEPTA started to take delivery of another 525 40-foot hybrid buses. By FY 2022, more than 90 percent of SEPTA's bus fleet will be hybrid or battery electric.						
Battery-Electric Bus Program	**$224**	**$293**	**$293**	**$293**	**$293**	**$293**
In 2016, SEPTA received a $2.6 million grant from the Federal Transit Administration (FTA) to aid in the purchase of 25 Proterra Catalyst Zero Emission buses. These all-electric buses began operating in 2019 and are used to service South Philadelphia Bus Routes 29 and 79. The Proterra buses feature regenerative braking systems, which save both energy and brake linings by capturing energy that would otherwise be lost and storing it as electricity in the onboard battery. **In 2018, SEPTA received an additional $1.5 million grant from the FTA to aid in the purchase of 10 additional battery electric buses. The electric buses will operate on routes originating from Midvale Bus Garage.** **As a result of utilizing electricity to power the buses rather than diesel fuel, the cost per mile decreases significantly, which may generate savings exceeding $293,000 annually. Additional savings are expected from reduced maintenance costs over the life of the fleet.**						
LED Conversion Projects	**$113**	**$113**	**$113**	**$113**	**$113**	**$113**
In FY 2017 & FY 2018, SEPTA retrofitted a large portion of its rail cars with Light Emitting Diode (LED) lighting, reducing ongoing labor and material expenses while improving energy efficiency and the customer experience. Conversion of the Market-Frankford Line cars with the new fixtures is currently underway. SEPTA is also retrofitting maintenance facilities and rail stations with LED lighting. In addition to benefiting from lower energy expenses, SEPTA has also received rebates from PECO via the Smart Ideas energy efficiency programs associated with Pennsylvania Act 129.						

Capital Projects Impact Analysis on Operating Budget FY 2021 – FY 2026
SEPTA CAPITAL PROGRAM

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**
Southern District Stormwater Project	**$51**	**$51**	**$51**	**$51**	**$51**	**$51**
In FY 2019 SEPTA completed construction on the largest green stormwater infrastructure project to-date. More than 7.8 acres of stormwater is managed at Southern District in South Philadelphia. This project not only has environmental benefits – capturing stormwater and slowly releasing it into the City of Philadelphia's combined sewer system – but it has financial benefits as well. In addition to eliminating all future stormwater fees from the Philadelphia Water Department, SEPTA received a grant of $842,500 from the Philadelphia Water Department to manage stormwater.						
Wyoming Complex Stormwater Project	**$0**	**$0**	**$0**	**$94**	**$94**	**$94**
This project, which is currently in design, will reconfigure stormwater management and improve pavement conditions at SEPTA's Wyoming Complex. When completed, it will manage more than 20 acres of stormwater at SEPTA's Wyoming, Berridge and Courtland shops. Anticipated savings due to the elimination of stormwater fees is $94,000 annually. Additionally, like the stormwater project at Southern, SEPTA anticipates receiving a grant from the Philadelphia Water Department to assist in the construction of the infrastructure.						
Video Surveillance	**$21,489**	**$21,489**	**$21,489**	**$21,489**	**$21,489**	**$21,489**
SEPTA has purchased and installed more than 28,500 cameras on vehicles and at stations. These cameras have been used in conjunction with a partnership between SEPTA and the City of Philadelphia District Attorney's Office to reduce fraudulent claims on the system. The cameras have also been instrumental in defending claims and lawsuits brought against SEPTA. The camera systems have had a substantial effect on Claims and Legal practices and savings are expected to continue in future years.						
Revenue Locomotive Replacement Program	**$412**	**$412**	**$412**	**$412**	**$412**	**$412**
In July 2015, a contract was awarded to Siemens Industry Inc., for thirteen ACS-64 locomotives with an option for up to an additional five. Fifteen of these vehicles have been delivered and placed in revenue service. These locomotives feature regenerative braking, which enables energy from the train's slowing down to be fed back to the power system for use by other trains. The new locomotives' regenerative braking capability is expected to reduce electric power use by approximately 3% (as compared to a comparable fleet without regenerative braking).						

Capital Projects Impact Analysis on Operating Budget FY 2021 – FY 2026
SEPTA CAPITAL PROGRAM

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**
Driving PA Forward – Class 8 Truck and Transit Bus Grant Program	**$7**	**$9**	**$9**	**$9**	**$9**	**$9**
This project will replace five (5) utility fleet vehicles, funded via Pennsylvania's share of the Volkswagen Environmental Mitigation Trust. These replacements will help improve air quality and reduce diesel emissions for the drivers and residents along the service routes.						
Replacement Work Train Locomotives	**$0**	**$10**	**$20**	**$32**	**$32**	**$32**
This project will replace three (3) diesel-electric locomotives manufactured in 1954 and 1992. The project will preserve SEPTA's work train locomotive fleet, which is critical to maintaining SEPTA's Regional Rail network, while also providing local and regional air quality benefits. The new vehicles will provide a 90 percent reduction in harmful emissions as compared to the existing vehicles.						

Capital Projects Impact Analysis on Operating Budget FY 2021 – FY 2026
OUTSIDE FUNDING

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**
Energy Retrofits Master Plan – Facilities & Railcars	**$3,170**	**$1,162**	**$1,143**	**$1,115**	**$1,138**	**$1,116**
In FY 2016, SEPTA began to implement a comprehensive energy retrofit master plan, including: $18.2 million energy efficiency retrofit in partnership with Constellation NewEnergy, Inc. at five major vehicle maintenance facilities (Berridge, Courtland, Fern Rock, Germantown, Southern) and on five railcar fleets (B-IV on Broad Street Line, N-5 on Norristown High Speed Line, Silverliner IV, V and Push-Pull on Regional Rail Lines). Energy savings will more than pay for the project over a period of 17 years. This phase of the installation was completed in August 2017. **Additionally, SEPTA is implementing an energy efficiency retrofit at SEPTA Headquarters, 1234 Market Street. The energy retrofit project, which is scheduled to be completed in Q1 of 2021, is budget neutral/cash flow positive pursuant to the PA Guaranteed Energy Savings Act (GESA).** **SEPTA has commissioned an 8.8 MW combined heat and power (CHP) plant at the Midvale Complex in North Philadelphia. The CHP plant will provide base load propulsion power to Regional Rail at the Wayne Junction Substation, base load electrical power for the Midvale Bus Maintenance Facility, and heating load for the surrounding facilities. Energy conservation measures were included at surrounding facilities to extend the positive impact of the project.**						
Wayside Energy Storage Program Buildout	**$92**	**$92**	**$92**	**$92**	**$92**	**$92**
In FY 2016, SEPTA, Viridity Energy, and Constellation executed a partnership to install 8.75 MW of battery capacity to capture, store, and reuse energy created by the regenerative braking systems on the Market-Frankford Line and Broad Street Line cars. The batteries will also be used to participate in the PJM Interconnection's Frequency Regulation revenue market. The partnership will be budget neutral/cash flow positive and build upon the existing 1.8 MW of battery capacity SEPTA has already installed on the Market-Frankford Line. Combined, the 10.55 MW of battery capacity will generate $92,000 per year in energy savings and new revenue for SEPTA.						

Capital Projects Impact Analysis on
Operating Budget FY 2021 – FY 2026
OUTSIDE FUNDING

	Estimated Operating Impact per Year Cost Savings / (Cost Increase) In Thousands					
Capital Projects and Description of Impacts	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**
Investments in Renewable Energy	**$3**	**$194**	**$194**	**$194**	**$195**	**$195**

In May 2017, SEPTA entered into a 20-year Power Purchasing Agreement with Sunvest Solar, Inc. Under the Power Purchasing Agreement, SEPTA commits to purchase the power generated from Solar Photovoltaic Systems installed at four SEPTA facilities (2nd & Wyoming, Callowhill, Fern Rock, and Roberts). SEPTA estimates a savings of $13,000 in utility costs over the life of the project while increasing the use of renewable energy.

In July 2019, SEPTA's Board approved a 20-year Power Purchase Agreement with Lightsource BP. Under the Power Purchase agreement, SEPTA will purchase more than 67 MWh of renewable energy generated from a solar farm in Franklin County Pennsylvania. SEPTA estimates a savings of $195,000 in utility costs per year over the life of the project while increasing our use of renewable energy to 20% of the total electricity procurement.

Glossary of Acronyms

A	
ACS-64	Electric locomotives used on Regional Rail lines
ACSES II	Advanced Civil Speed Enforcement System
ADA	The Americans with Disabilities Act of 1990
ADAAA	ADA Amendments Act of 2008
ADEA	Age Discrimination in Employment Act of 1967
AGM	Assistant General Manager
AIM	Advancing Internal Management
APC	Automatic Passenger Count
APTA	American Public Transportation Association
ATC	Automatic Train Control
AVL	Automatic Vehicle Locator

B	
BASCSC	Building a SEPTA Culture of Service and Creativity
B-IV	Heavy Rail Vehicle used on the Broad Street Subway
BSL	Broad Street Line
BSS	Broad Street Subway (also referred to as the Broad Street Line)

C	
CAC	Citizen Advisory Committee
CARD	Computer Aided Radio Dispatch
CBNR	Comprehensive Bus Network Redesign
CBTC	Communications-Based Train Control
CCT Connect	Customized Community Transportation Services
CHP	Combined Heat and Power
COBRA	Consolidated Omnibus Budget Reconciliation Act
CRC	Career Resource Connection
CRM	Customer Relations Management
CY	Calendar Year

D	
DEIS	Draft Environmental Impact Statement
DGM	Deputy General Manager
DBE	Disadvantaged Business Enterprise
DSM	Disposable Smart Media
DVRPC	Delaware Valley Regional Planning Commission

E	
EAP	Employee Assistance Program

EMU	Electric Multiple Unit
EMV	Europay/MasterCard/Visa
EEO/AA	Equal Employment Opportunity / Affirmative Action
EPA	Environmental Protection Agency
ESCO	Energy Service Company
ESL	English as a Second Language
ESMS	Environmental and Sustainability Management System

F	
FELA	Federal Employers Liability Act
FHWA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
FIT	Facilities Improvement Team
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FTC	Frankford Transportation Center
FTE	Full-Time Equivalent Position
FY	Fiscal Year

G	
GASB	Governmental Accounting Standards Board
GEC	General Engineering Consultant
GESA	Guaranteed Energy Savings Agreement
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GM	General Manager

H	
HIPAA	Health Insurance Portability and Accountability Act of 1996
HRIS	Human Resources Information System

I	
IOD	Injuries on Duty
ISRP	Infrastructure Safety Renewal Program
IVR	Interactive Voice Response System

J	
JHSC	Joint Health and Safety Committee

K	
KTFC	Keystone Transportation Funding Coalition

L	
LEAD	Leadership Exchange Development Program
LEED	Leadership in Energy and Environmental Design
LIBOR	London Interbank Offered Rate
LRV	Light Rail Vehicle
LSC	Location Safety Committee
LUCY	Loop Through University City

M	
MDBF	Mean Distance Between Failures
MDT	Mobile Data Terminal
M-IV	Heavy Rail Vehicle used on the Market-Frankford Subway-Elevated Line
MPC	Management Planning and Control Operating Budget Software
MPO	Metropolitan Planning Organization
MFSE	Market-Frankford Subway-Elevated
MRDG	Metropolitan Rail Discussion Group
MSHL	Media-Sharon Hill Line
MW	Megawatt
MWh	Megawatt-Hour

N	
N5	Heavy Rail Vehicle used on the Norristown High Speed Line
NEC	Northeast Corridor
NHSL	Norristown High Speed Line
NJT	New Jersey Transit
NPT	New Payment Technology
NTSB	National Transportation Safety Board

O	
OCIP	Owner Controlled Insurance Program
OEM	Original Equipment Manufacturer
OGC	Office of General Counsel
OSIP	Operational Safety Improvement Program

P	
PA UCP	Commonwealth of Pennsylvania's Unified Certification Program
PADEP	Pennsylvania Department of Environmental Protection
PCC	President's Conference Committee streetcar or trolley
PECO	Philadelphia Electric Company
PennDOT	Pennsylvania Department of Transportation
PLRB	Pennsylvania Labor Relations Board
PPE	Personal Protective Equipment
PPTA	Pennsylvania Public Transportation Association
PRIIA	Passenger Rail Investment and Improvement Act of 2008
PTAF	Public Transportation Assistance Fund
PTC	Positive Train Control
PWD	Philadelphia Water Department

R	
RAP	Rapid Assimilation Program
RFP	Request for Proposal
ROI	Return on Investment
RRD	Regional Rail Division
RRT	Railroad Retirement Taxes
RTKL	Right-To-Know Law

S	
SAC	SEPTA Advisory Committee For Accessible Transportation
SAM	Supervisory, Administrative and Management Employees
SBA	Special Board of Adjustment
SBE	Small Business Enterprise
SEPTA	Southeastern Pennsylvania Transportation Authority
SL4	Silverliner 4 EMU Railcar used on Regional Rail Lines
SL5	Silverliner 5 EMU Railcar used on Regional Rail Lines
SOG	State of Good Repair
SORT	Special Operations Response Team
SRP	Shared Ride Program
SRPAC	Shared Ride Program Advisory Council
SSPP	System Safety Program Plan

T	
TIP	Transit Improvement Program
TMA	Transportation Management Associations
TOD	Transit Oriented Development
TWU	Transport Workers Union

U	
USERRA	Uniformed Services Employment and Reemployment Rights Act of 1994

V	
VEM	Vehicle Engineering and Maintenance
VIPR	Visible Intermodal Prevention Response Team
VOH	Vehicle Overhaul Program

W	
WIT	Women in Transit

Y	
YAC	Youth Advisory Committee

A

Accessible - As defined by FTA, a site, building, facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by persons with disabilities.

Accessible Service - A term used to describe service that is accessible to non-ambulatory riders with disabilities. This includes fixed-route bus service with wheelchair lifts or ADA Paratransit service with wheelchair lift equipped vehicles.

Accrual Basis - A basis of accounting in which expenses are recognized at the time they are incurred and revenue is recognized when earned, as opposed to disbursed or received.

ADA Paratransit Service - In accordance with the Americans with Disabilities Act (ADA), SEPTA provides comparable service for people with disabilities who are functionally unable to use regular accessible fixed-route bus service for some or all of their transportation needs. Eligible individuals can travel whenever and wherever buses operate in SEPTA's five-county service region. See also "CCT Connect".

Ambassador - SEPTA management or third party contract employees temporarily enlisted during special events or emergencies to serve as customer service representatives to aid in crowd control and passenger way findings.

Americans with Disabilities Act of 1990 - This federal act requires many changes to transit vehicles, operations and facilities to ensure that people with disabilities have access to jobs, public accommodations, telecommunications, and public services, including public transit.

Amtrak - Service Mark of the National Railroad Passenger Corporation and subsidiaries. Primarily provides nationwide intercity passenger railroad service.

B

Balanced Budget - A budget in which expected revenues equal expected expenses during a fiscal period. SEPTA's enabling legislation requires the Board of Directors to adopt a balanced budget before the beginning of each fiscal year.

Blue Line - See "Market-Frankford Subway-Elevated"

Bombardier – Manufacturer of Aerospace and Rail equipment

Broad Street Line - A rapid transit subway running under Philadelphia's main north-south street. The Broad Street Subway opened in 1928 with several extensions over the years. A spur under Ridge Avenue to 8th and Market Streets opened in 1932. Also referred to as the BSL, BSS and "Orange Line".

Budget - A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

Bus - A transit mode comprised of rubber tired passenger vehicles operating on fixed routes and schedules over roadways. Vehicles are powered by diesel, gasoline, battery or alternative fuel engines contained within the vehicle.

C

Capital Expenditure - Expenses that acquire, improve, or extend the useful life of any fixed asset item with an expected life of three or more years, e.g., rolling stock, track and structure, support facilities and equipment, and stations and passenger facilities. SEPTA includes capital expenditures in the Capital Budget, which is published separately from this document.

Car-Mile - A single mile traveled by either a single vehicle or a single rail car in a multiple car consist.

CCT Connect - SEPTA Customized Community Transportation (CCT) provides paratransit service — CCT Connect — to individuals with disabilities and senior citizens. In addition, SEPTA's bus fleet is 100% accessible.

CMAQ (Congestion Mitigation/Air Quality) Program - A federal grant program in which FHWA funds are transferred to FTA for transit projects designed to improve air quality and reduce traffic congestion.

Commuter Rail - Local and regional passenger train operations between a central city, its suburbs and/or another central city. It may be either locomotive-hauled or self-propelled, and is characterized by specific station-to-station fares, railroad employment practices and usually only one or two stations in the central business district. Also referred to locally as Railroad, Regional Rail and RRD.

Contributed Capital - Reflects capital grants received for the acquisition of fixed assets. Assets acquired with grants are depreciated over the estimated life of the applicable asset. Contributed Capital is also amortized over the same estimated life of the asset.

Cost Per Mile - Operating expense divided by vehicle miles for a particular program or in total.

Cost Per Passenger - Operating expense divided by ridership for a particular program or in total.

Customer Satisfaction Survey – A survey that is conducted every 2-3 years to collect rating observations about the various modes of SEPTA transit from approximately 1,950 riders and non-riders in the SEPTA region.

D

Deadhead - The miles and hours that a vehicle travels when out of revenue service. Deadhead includes leaving or returning to the garage or yard facility; or changing routes and when there is no expectation of carrying revenue passengers. However, deadhead does not include charter service, operator training or maintenance training.

Debt Service - The payment of interest on outstanding debt and the repayment of principal on long term borrowed funds according to a predetermined payment schedule.

Deficit - The amount by which revenue and subsidy falls short of expenses during a given accounting period.

Delaware Valley Regional Planning Commission - The area-wide agency, or Metropolitan Planning Organization (MPO), charged with the conduct of the urban transportation planning process. It is also the single, region-wide recipient of Federal funds for transportation planning purposes. Together with the state, it carries out the planning and programming activities necessary for Federal capital funding assistance. The MPO is designated by agreement among the various units of local government and the governor.

Depreciation and Amortization - The charges that reflect the loss in service value of the transit agency's assets. Depreciated items have a high initial cost and a useful life of more than one accounting period. In order to account for the reduction in value (usefulness) of this type of asset, a portion of the cost is expensed each year of the asset's life.

F

Farebox Revenue - Revenues obtained from passengers and other fare subsidies except the state reduced fare subsidy program. Farebox revenue is also referred to as Passenger Revenue.

Fares - The amount charged to passengers for use of various services.

Fast Act – Fixing America's Surface Transportation Act. Passed by Congress and signed into law by President Obama on December 7, 2015, providing long-term federal funding for critical transportation needs.

Federal Transit Administration - The FTA is the federal agency which provides financial assistance to cities and communities to provide mobility to their citizens.

Fiscal Year - SEPTA's fiscal year runs from July 1 through June 30.

Fixed Guideway - A mass transportation facility using and occupying a separate right-of-way or rail for the exclusive use of mass transportation and other high occupancy vehicles; or using a fixed catenary system useable by other forms of transportation.

Fixed Route Service - Service provided on a repetitive, fixed-schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations; each fixed-route trip serves the same origins and destinations, unlike demand responsive and taxicabs.

Flexible Funds - Federal funds made available by MAP-21 that can be used for various transportation projects, including both highway and mass transit projects. Allocation of these funds is at the discretion of regional Metropolitan Planning Organizations (MPOs) and state governments.

Fringe Benefits - Payments or accruals to others (insurance companies, governments, etc.) on behalf of an employee and payments or accruals direct to an employee arising from something other than the performance of a duty. These payments are costs over and above "labor" costs, but still arising from the employment relationship.

Full-Time Equivalent Position (FTE) - A measurement equal to one staff person working a full schedule for one year.

Fully Allocated Costs - The distribution of operating expenses to each mode by type of service and function. Fully allocated costs account for all direct costs plus the assignment of any joint or shared expenses.

Funding Formula - A specific formula used to determine a subsidy level.

G

Government Finance Officers Association Mission Statement (GFOA) - The purpose of the Government Finance Officers Association is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Green Line - See "Subway-Surface Lines"

H

Hay Evaluation System – A job performance evaluation method used by SEPTA.

Headquarters Allocation - A method used to allocate the costs associated with operation and administration of SEPTA's headquarters division to the other four operating divisions.

Headway - Time interval between vehicles moving in the same direction on a particular fixed route.

Heavy Rail - A transit mode that is an electric railway with the capacity for a heavy volume of traffic. It is characterized by high speed and rapid acceleration passenger rail cars operating individually or in multi-car trains on fixed rails; separate rights-of-way from which all other vehicular and foot traffic are excluded; sophisticated signaling, and high platform loading.

Heavy Rail Cars - Rail cars with motive capability, driven by electric power taken from overhead lines or third rails, configured for passenger traffic and usually operated on exclusive rights-of-way.

Hybrid Bus - A bus that is powered by a combination of electricity and diesel, gasoline or alternative fuel.

I

Infrastructure - The physical assets of the Authority, e.g., rail lines and yards, power distribution, signaling, switching, and communications equipment, passenger stations, information systems, and roadways, upon which the continuance and growth of transit depend.

Interest Expense - The charges for the use of borrowed capital incurred by the transit agency, including interest on long term and short term debt obligations.

Interlocking – An arrangement of signal apparatus and turnouts that prevents conflicting movements through an arrangement of tracks such as junctions or crossings.

ISO 14001 Environmental Certification – The international standard that specifies requirements for an effective environment management system (EMS).

L

Leases and Rentals - The payments for the use of capital assets not owned by the transit agency.

Light Rail - A transit mode that typically is an electric railway with a lighter volume traffic capacity compared to heavy rail. It is characterized by passenger rail cars operating individually or in short, usually two car trains on fixed rails on shared or exclusive right-of-way; low or high platform loading; and vehicle power drawn from an overhead electric line via a trolley pole or a pantograph.

Light Rail Car - A rail car with motive capability, usually driven by electric power taken from overhead lines, configured for passenger traffic and usually operating on non-exclusive right-of-way. Also known as "streetcar," "trolley car" and "trolley".

Linked Trip - A single, one-way trip without regard for the number of vehicles boarded to make the trip (i.e., a home-to work trip taken by boarding a bus, to a train, to another bus represents one linked trip or three unlinked trips).

M

Market-Frankford Subway-Elevated - The Market-Frankford Line runs on an elevated guideway from the Frankford Transportation Center in Northeast Philadelphia, through Center City Philadelphia as a subway, and continuing on an elevated guideway above Market Street in West Philadelphia into 69th Street Terminal in Upper Darby, Delaware County. Also referred to as the Market Street Elevated (MSE), MFSE and "Blue Line."

Mean Distance Between Failure – A measure of vehicle availability and reliability, equal to the average distance between failures for all vehicles within a particular mode.

N

Net Position - Total assets and deferred outflows of resources minus total liabilities and deferred inflows of resources of the Authority. This term is used in SEPTA's annual financial statements.

Non-Revenue Vehicle - Vehicles and equipment that are used for construction, vehicle and facility maintenance, and service supervision. These vehicles are not used for passenger revenue service.

O

Operating Assistance - Financial assistance for transit operations (as opposed to capital) expenditures.

Operating Budget - The planning of revenues and expenses for a given period of time to maintain daily operations.

Operating Ratio - Operating revenue divided by operating expense. For this purpose, the Commonwealth has defined operating revenue to include Passenger Revenue, Shared Ride program revenue, Investment Income, Other Income and Route Guarantees. Also for this purpose, the Commonwealth excludes Depreciation from operating expenses.

Orange Line – See "Broad Street Line"

P

Passenger Miles - The cumulative sum of the distance ridden by each passenger.

Public Transportation - As defined in the Federal Transit Act, transportation provided by bus or rail, or other conveyance, either publicly or privately owned, providing to the public general or special service (but not including school buses or charter or sightseeing service) on a regular continuing basis. Public transportation is also synonymous with the terms mass transportation and transit.

R

Revenue Car Mile or Revenue Vehicle Mile - A single mile traveled by one car (or vehicle) during which the vehicle is in revenue service (i.e., picking up and/or dropping off passengers).

Revenue Vehicle - A single vehicle or a single car in a multiple car consist during which the vehicle is in revenue service (i.e., picking up and/or dropping off passengers).

Reverse Commute - City to suburb commute. This phrase refers to the fact that most riders commute from the suburbs to the city.

Ridership - Each passenger counted each time that person boards a vehicle. See also unlinked passenger trips.

Rolling Stock - Public transportation vehicles including commuter rail cars, locomotives, rapid transit cars, light rail cars, trolleybuses, buses, and vans.

Route Mile - A one-mile segment of a given fixed route in a fixed route network.

S

Shared-Ride Program - The Shared-Ride program is a door-to-door, advance-reservation, ride-sharing service, offered to senior citizens 65 years of age and residents of Philadelphia. This service can be used to travel within the City of Philadelphia and to any location in the surrounding counties within three miles of the City's border. Pennsylvania's Lottery Fund contributes to the cost of operating this program.

Silverliner - A multiple unit self-propelled railroad passenger car, powered by electricity collected from overhead catenary wires. The Silverliner fleet was acquired over time and currently consists of two vehicle types—Silverliner IV and V. These railroad cars feature stainless steel construction and represent the majority of SEPTA's railroad fleet.

Streetcar - See "Trolley"

Subsidy - Funds received from another source that are used to cover the cost of a service or program that is not self-supporting.

Subway-Surface Lines - A combination of five trolley lines serving various neighborhoods in West Philadelphia or nearby suburban communities above ground, reaching Center City Philadelphia through a subway tunnel partially shared with the Market-Frankford Line.

Surplus - The amount by which revenue and subsidy exceeds total expenses during a given accounting period.

T

Total Vehicle Miles - The sum of all miles operating by passenger vehicles, including mileage when no passengers are carried.

Trackless Trolley - See “Trolleybus”

Trapeze - Software utilized by SEPTA for scheduling and management of transportation operations.

Trolley - A powered rail car, usually driven by electric power drawn from overhead wires via a trolley pole or pantograph. The vehicle usually operates on shared rights-of-way. Also known as “trolley car,” “streetcar” and “light rail car”.

Trolleybus - An electric, rubber-tired transit vehicle, manually steered, propelled by a motor drawing current through overhead wires from a central power source not on board the vehicle. Also known locally as “Trackless Trolley”.

V

VERITAS - Authority’s Customer Relations Management (CRM) program